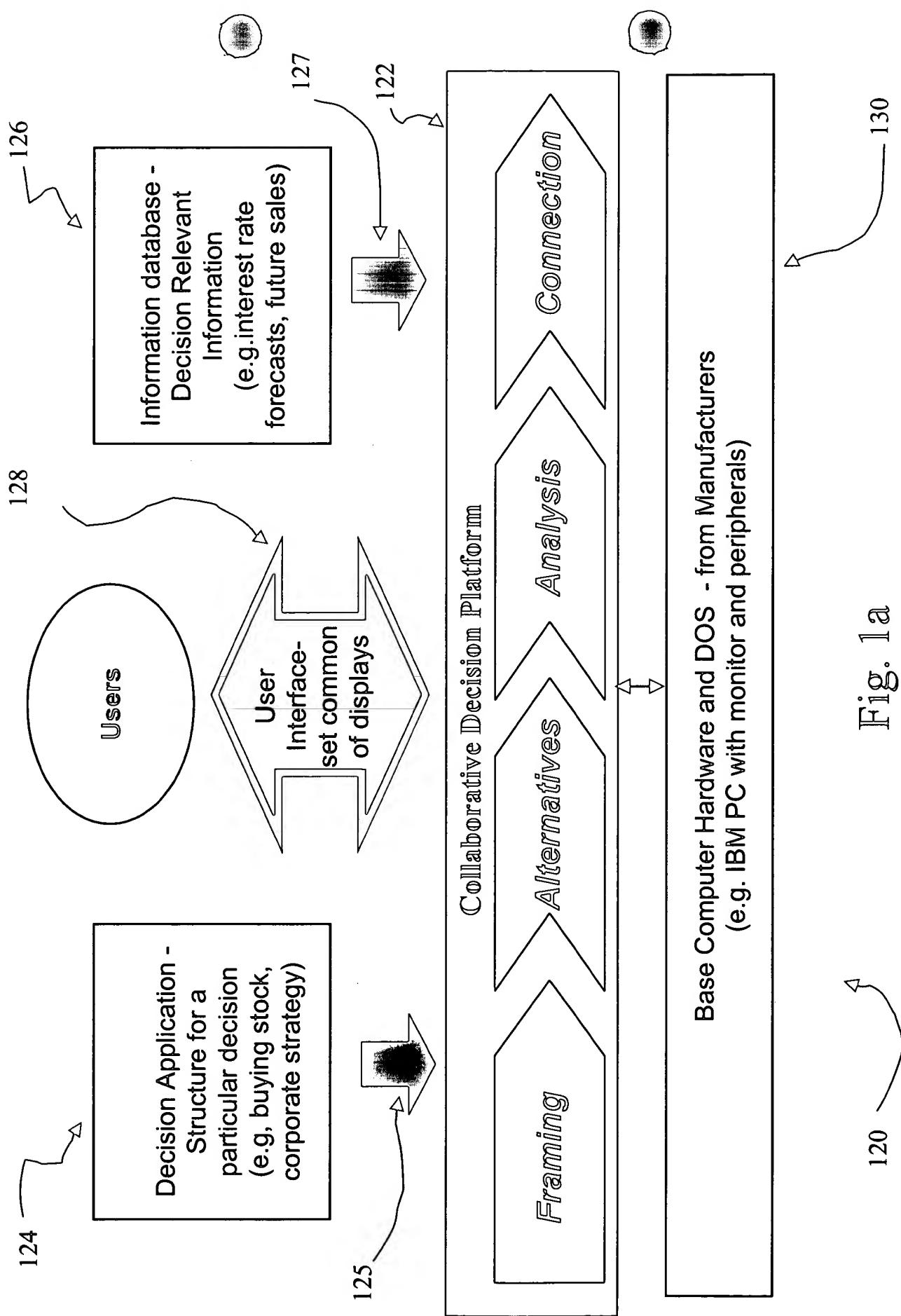


**Fig. 1**



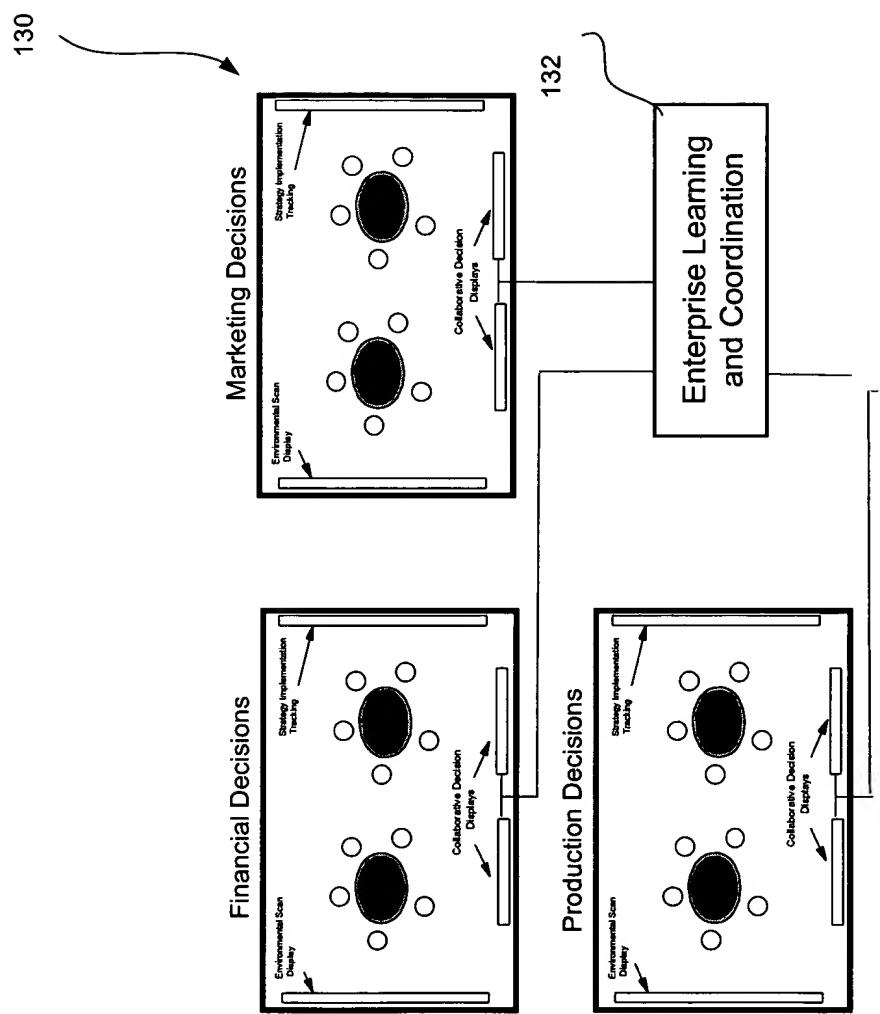
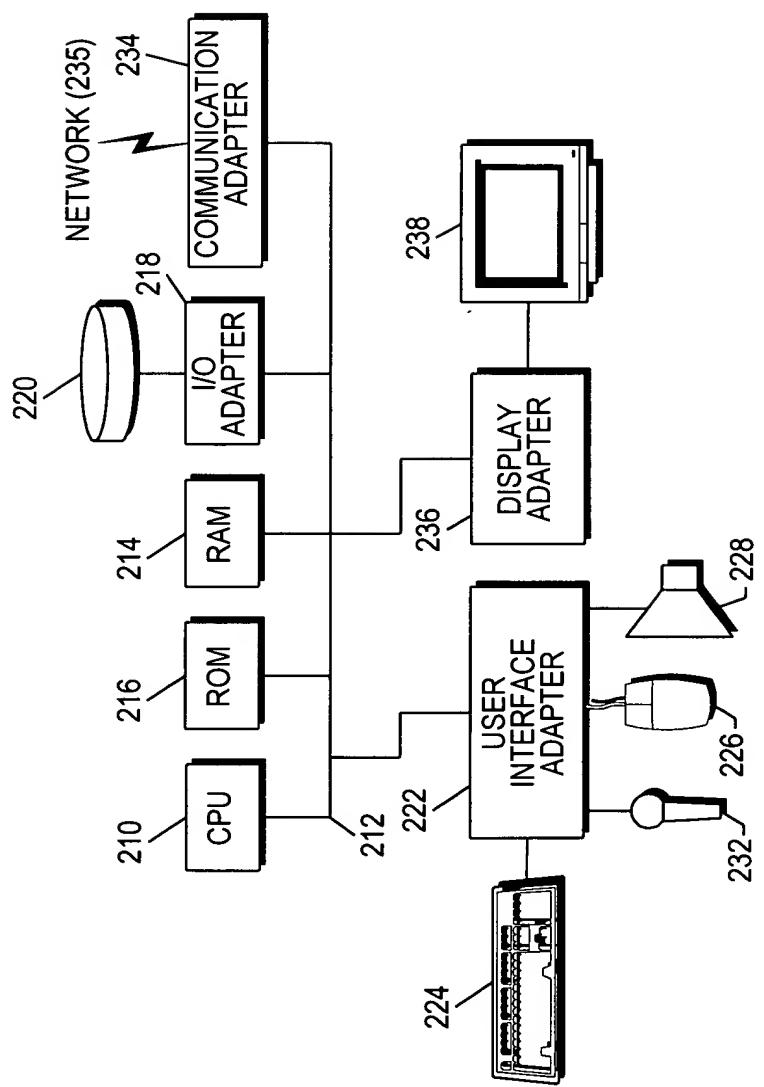
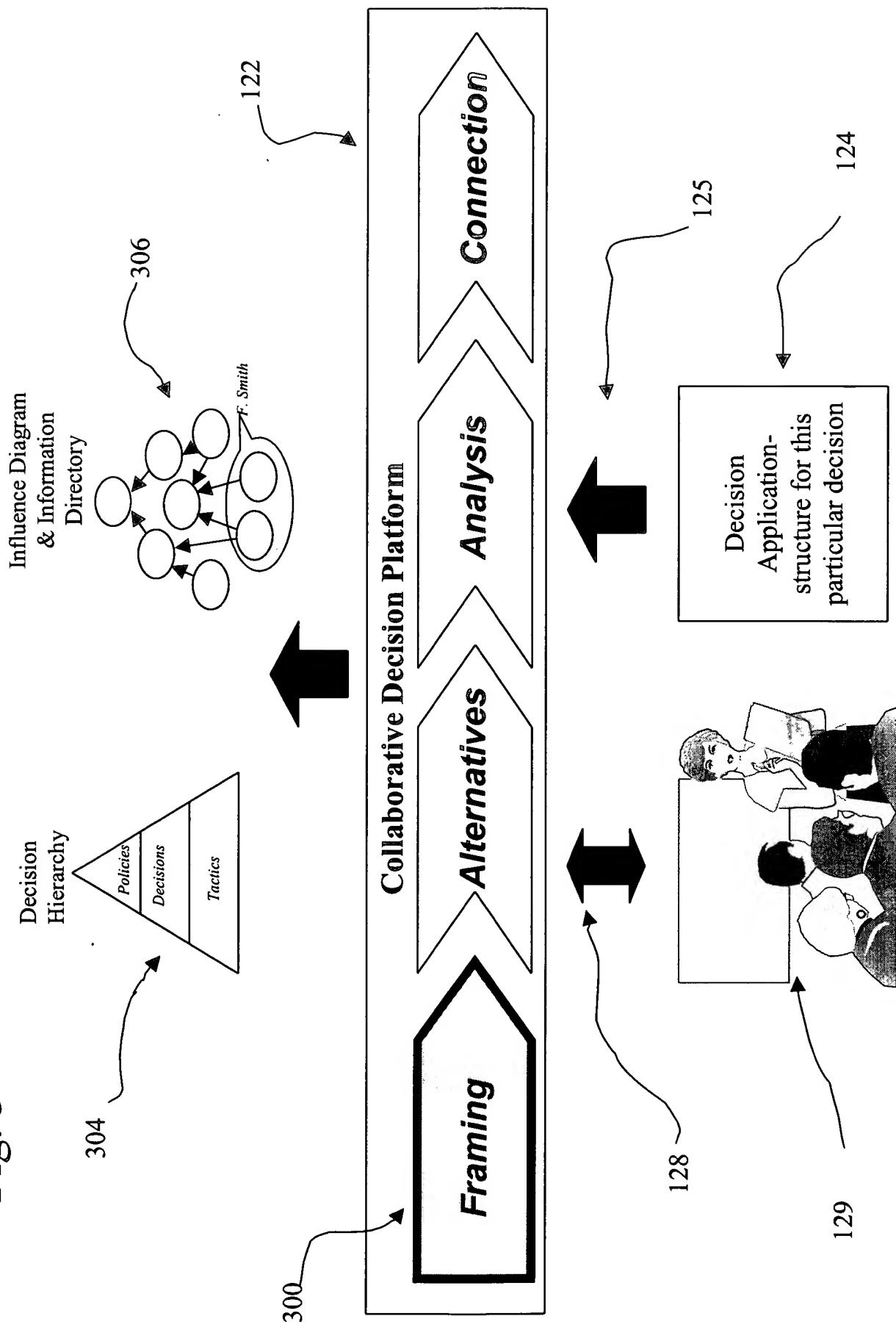


Fig. 1b

**Fig. 2**

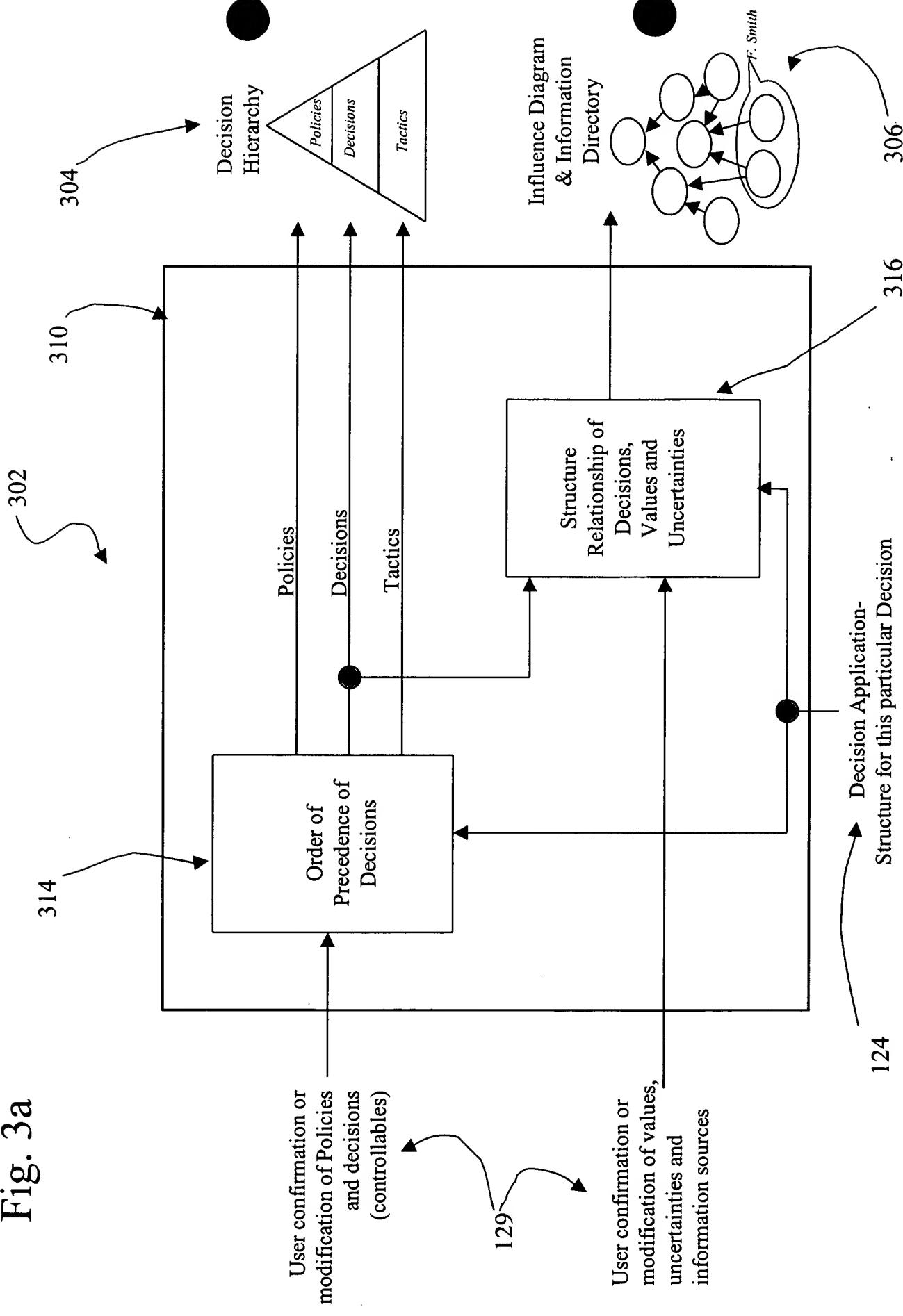


**Fig. 3**



**Fig. 3a**

129 314 302 310 304 124 316 306



**Fig. 4**

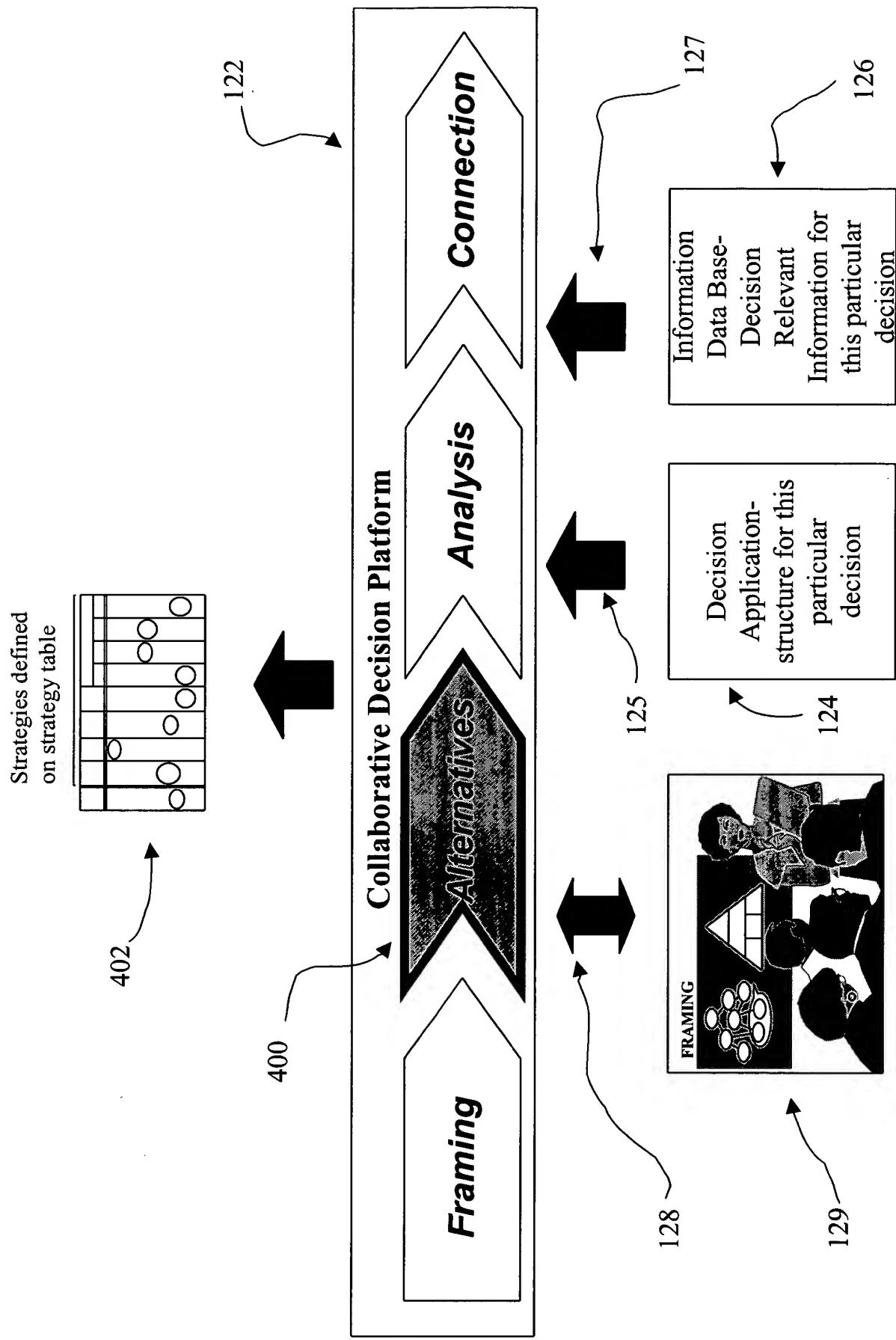
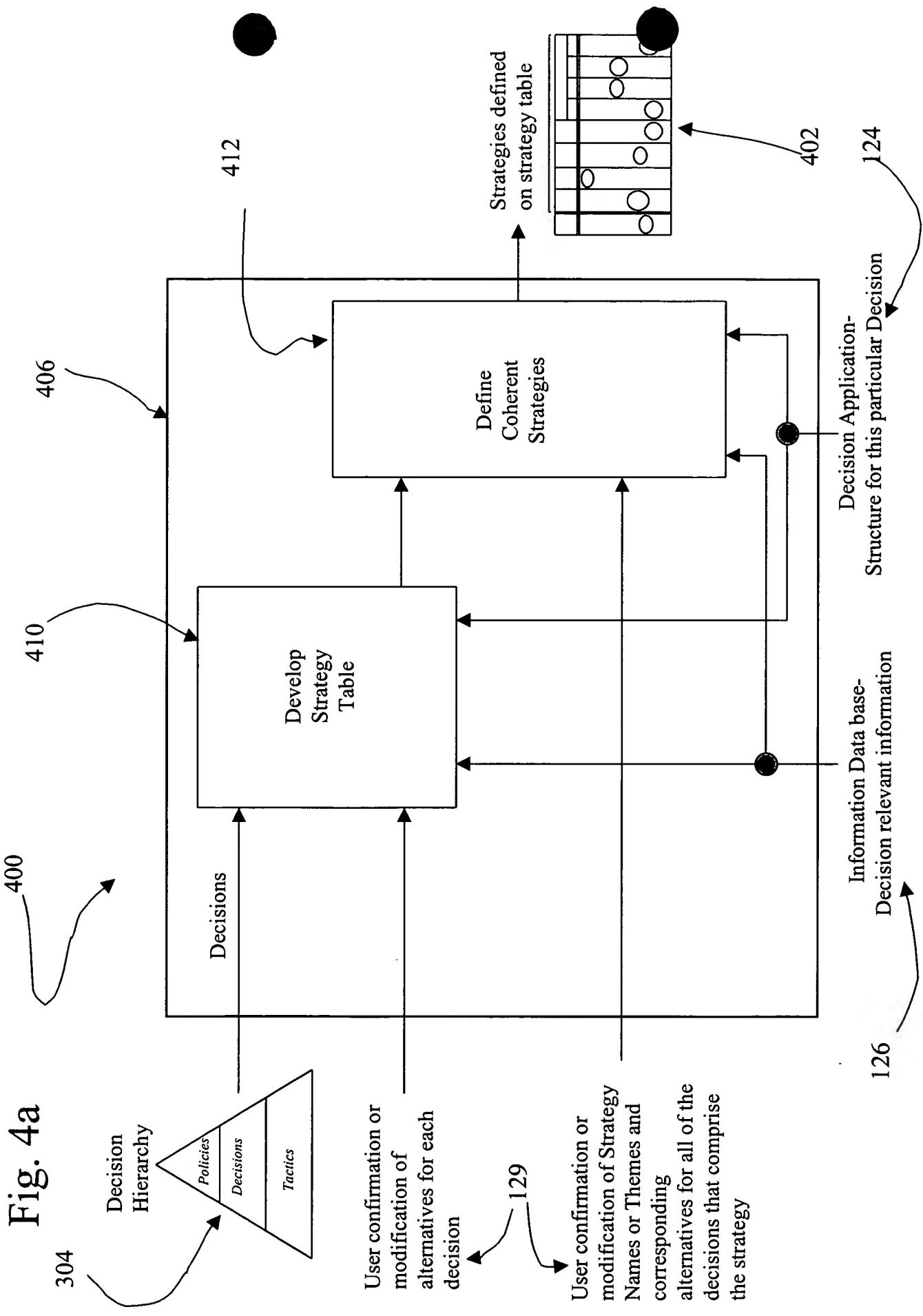


Fig. 4a



**Fig. 5**

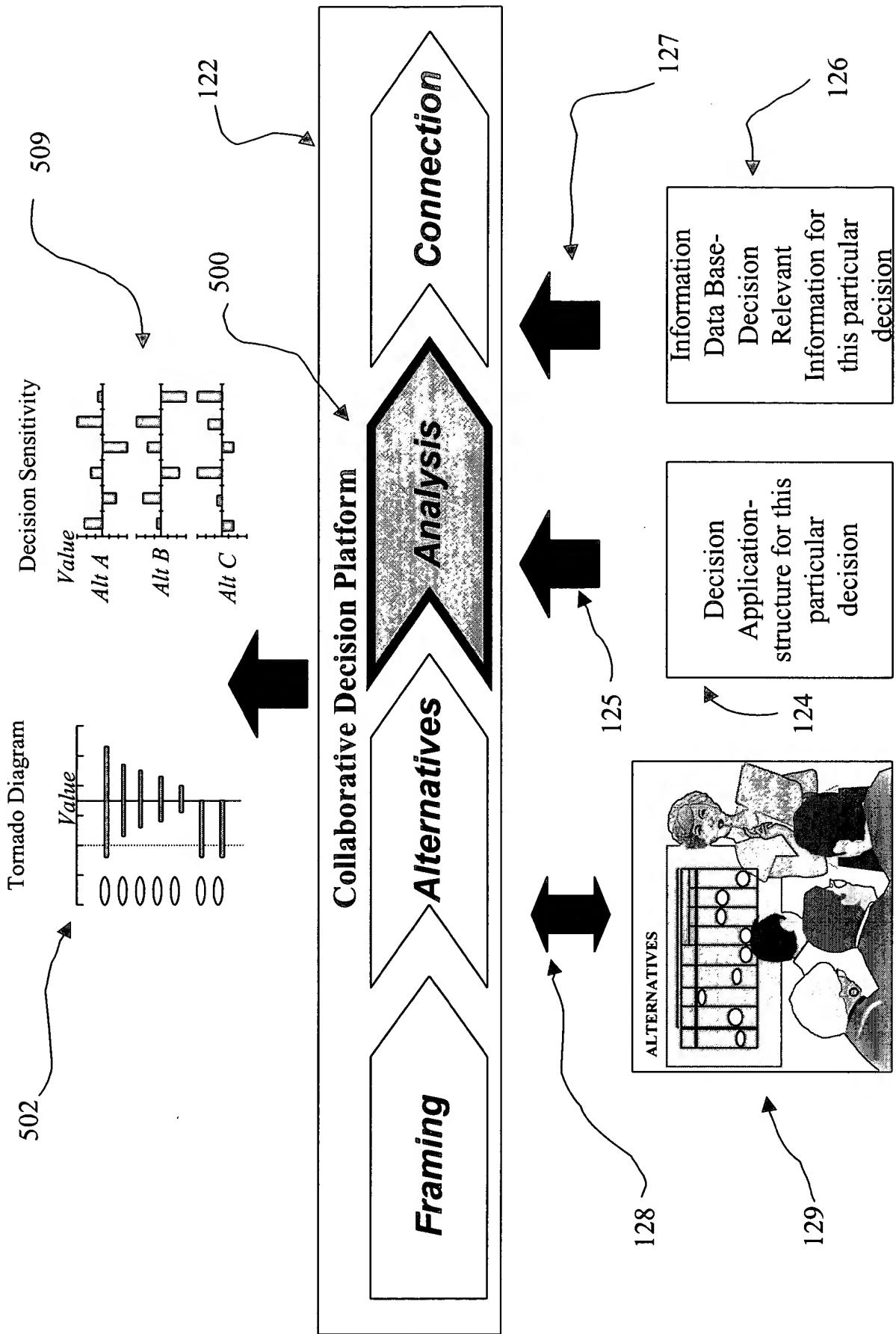
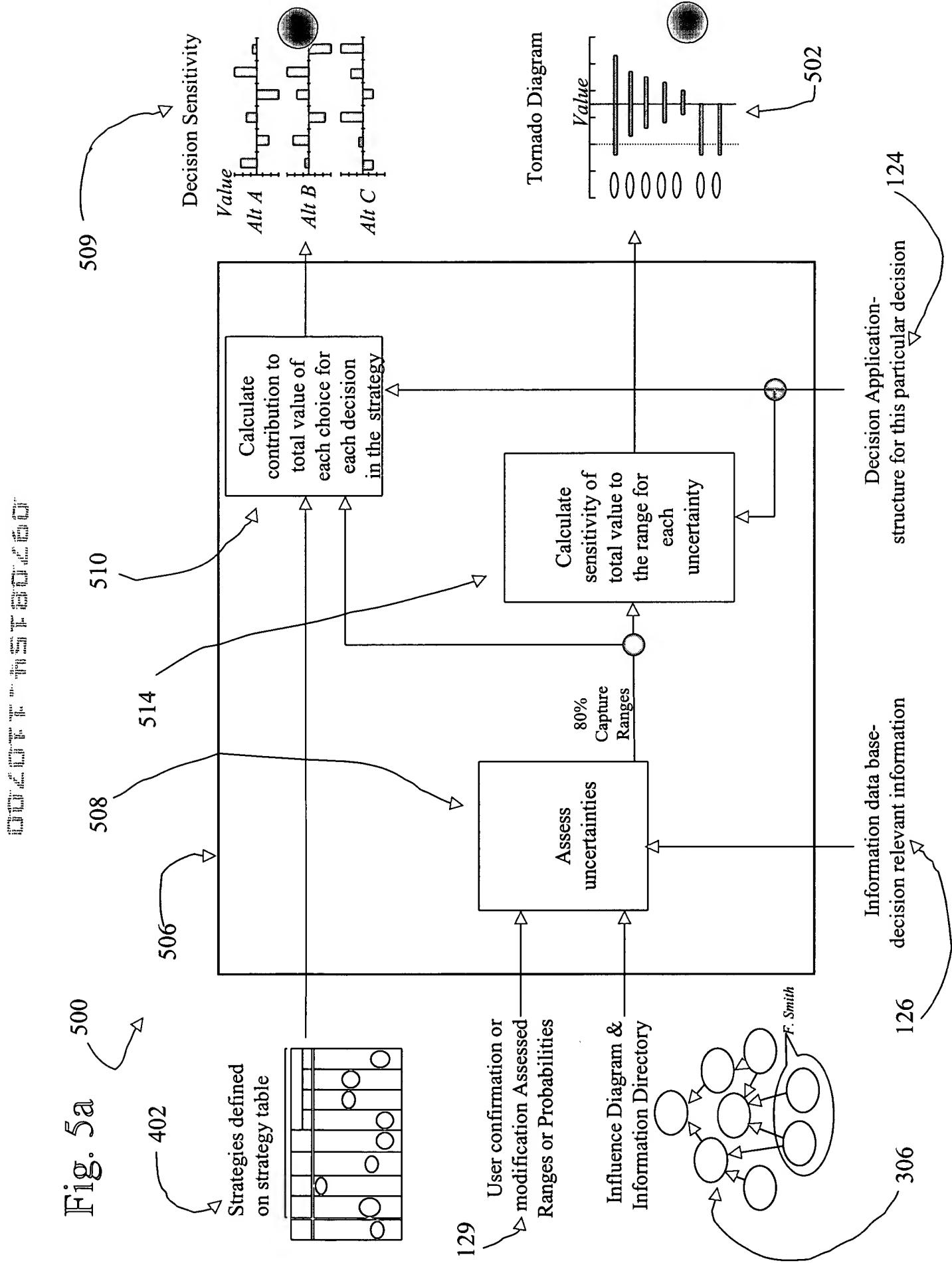


Fig. 5a



**Fig. 6**

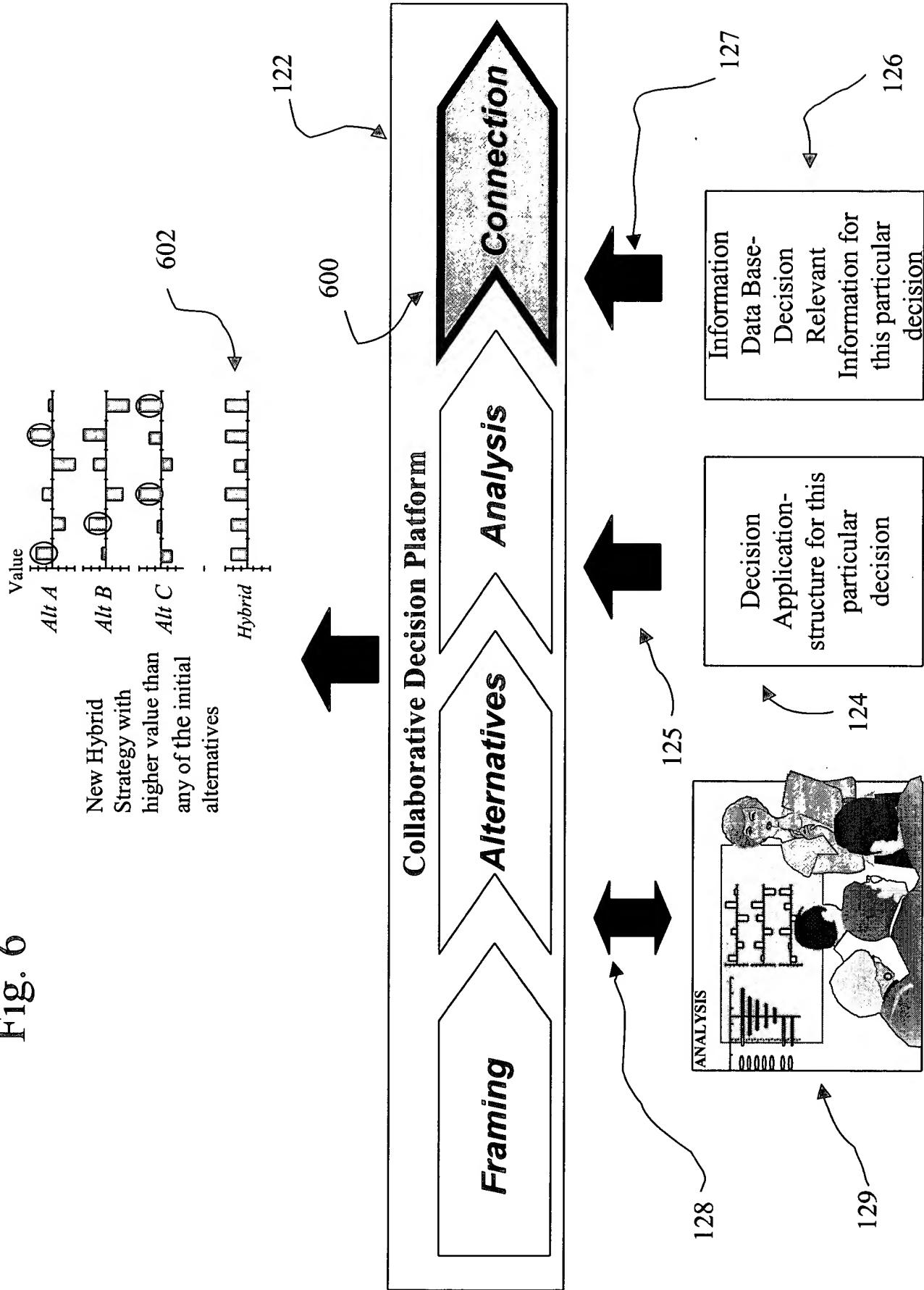


Fig. 6a

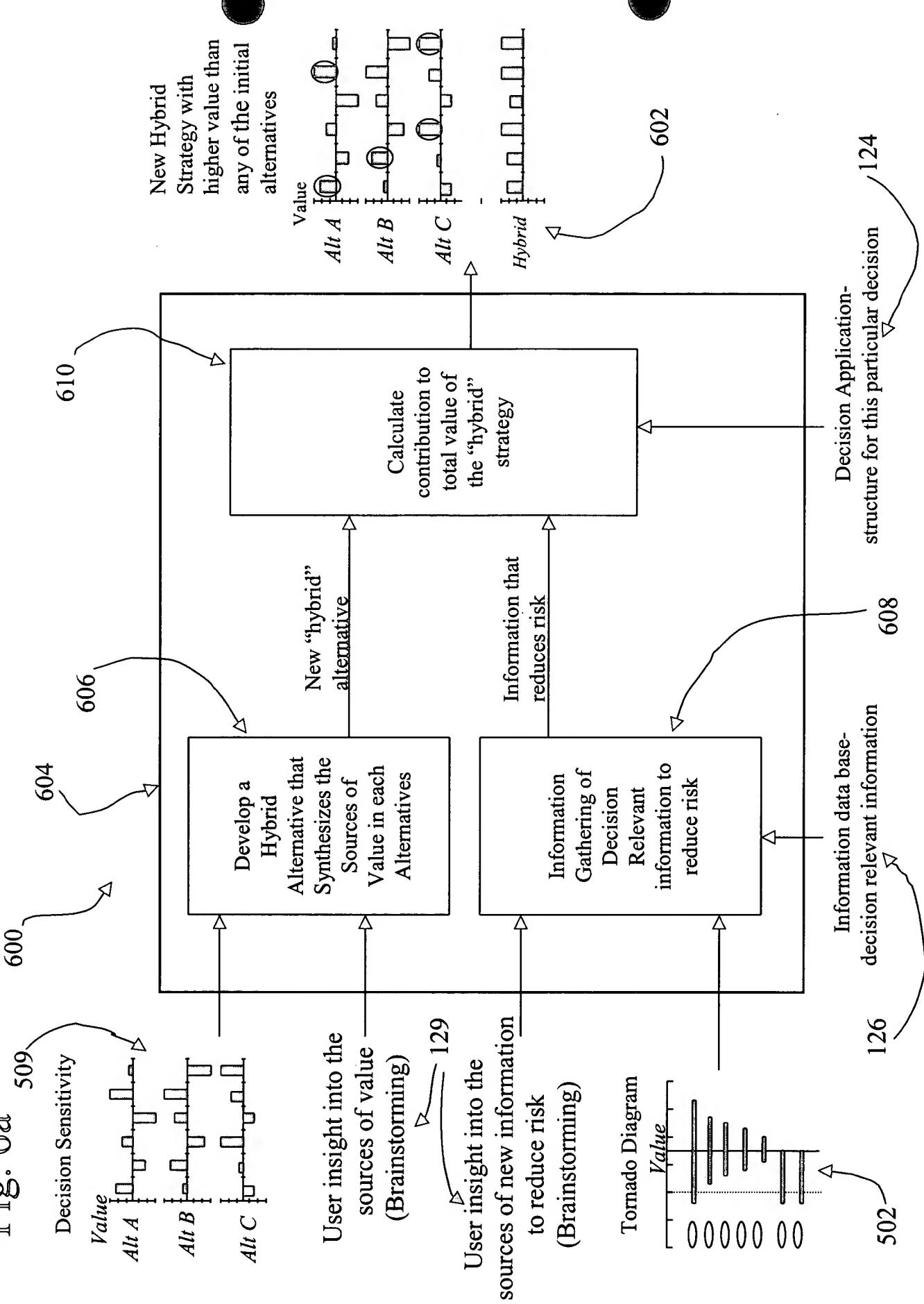
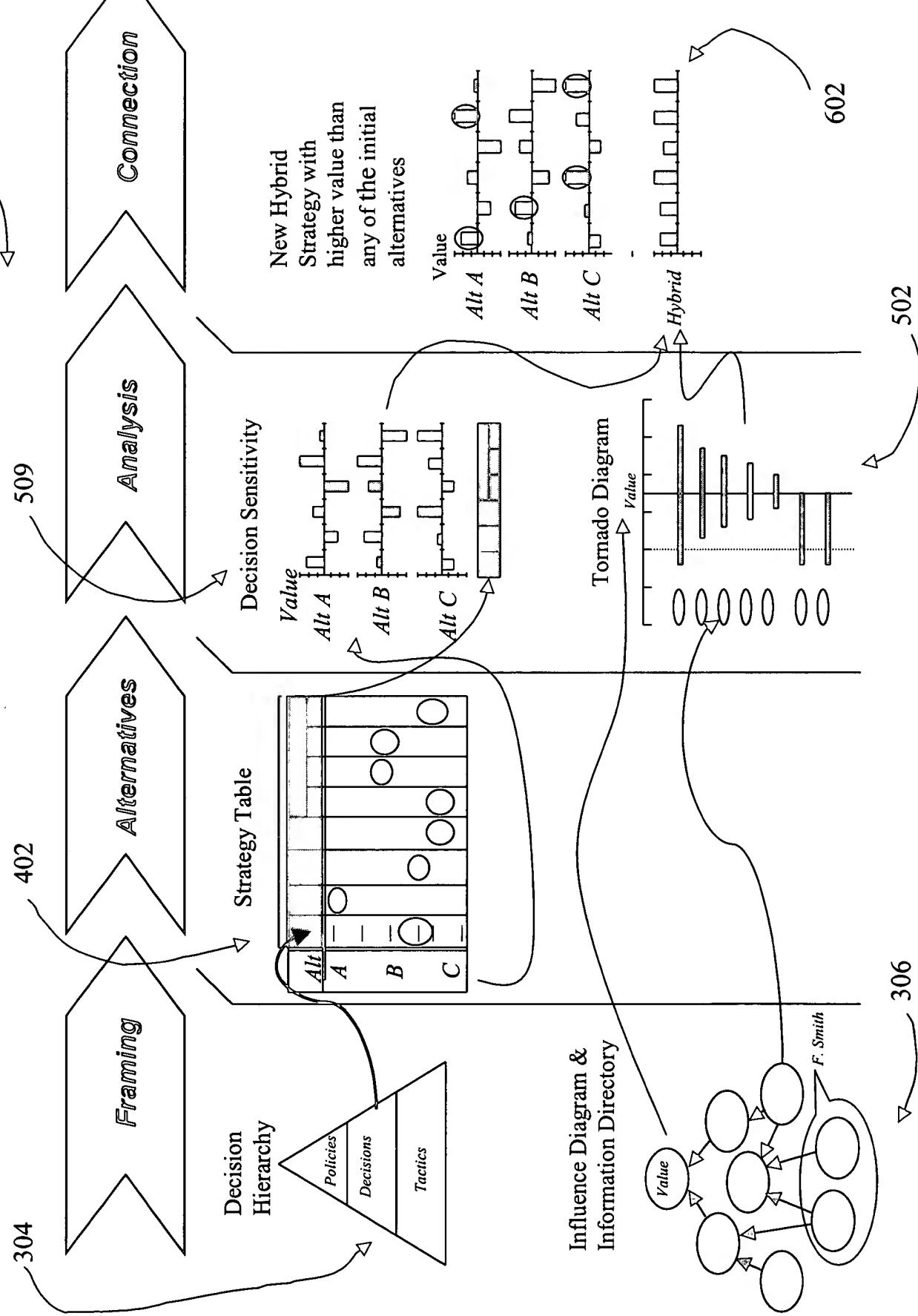


Fig. 7

Decision Hierarchy  
Policies  
Decisions  
Tactics



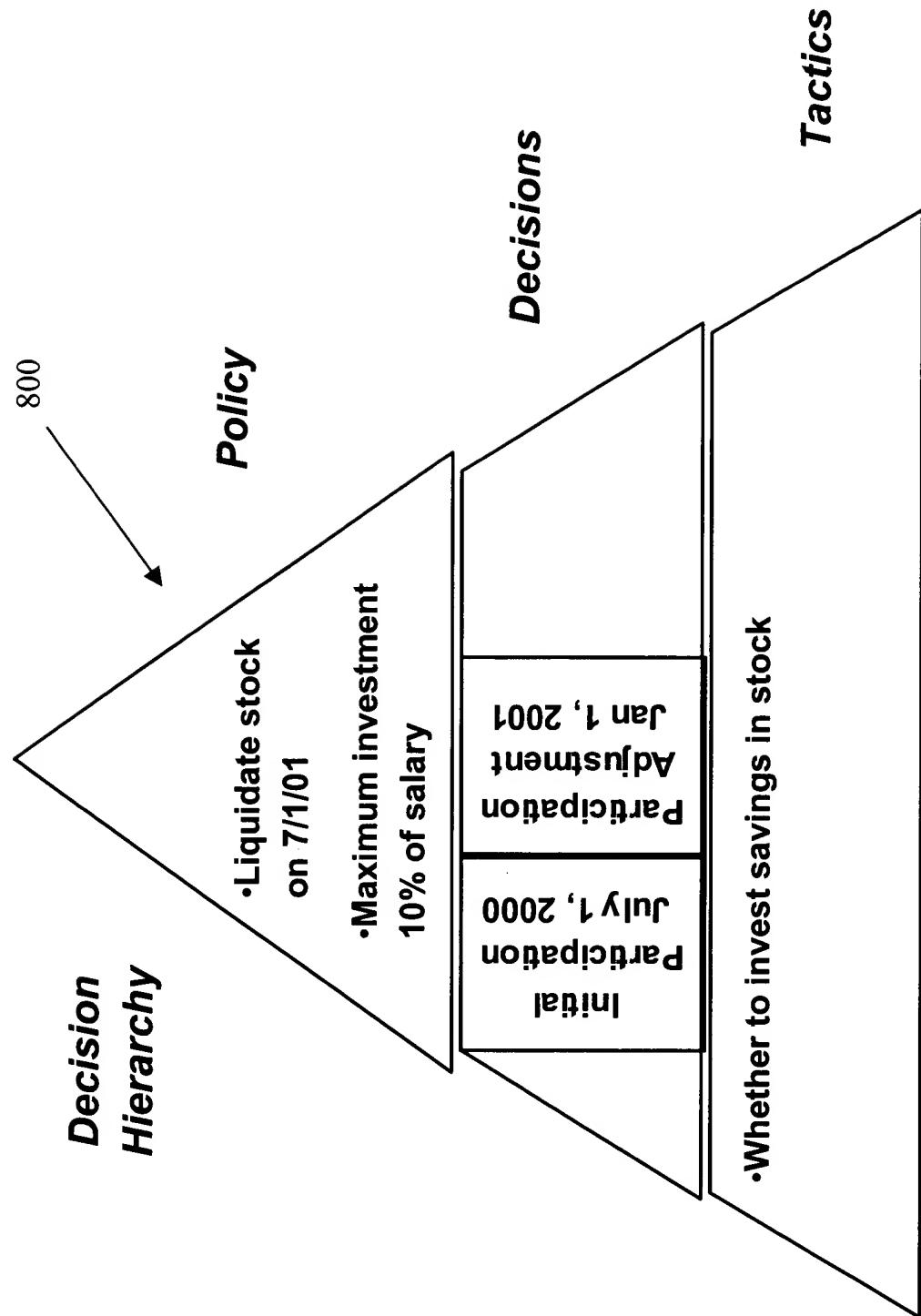
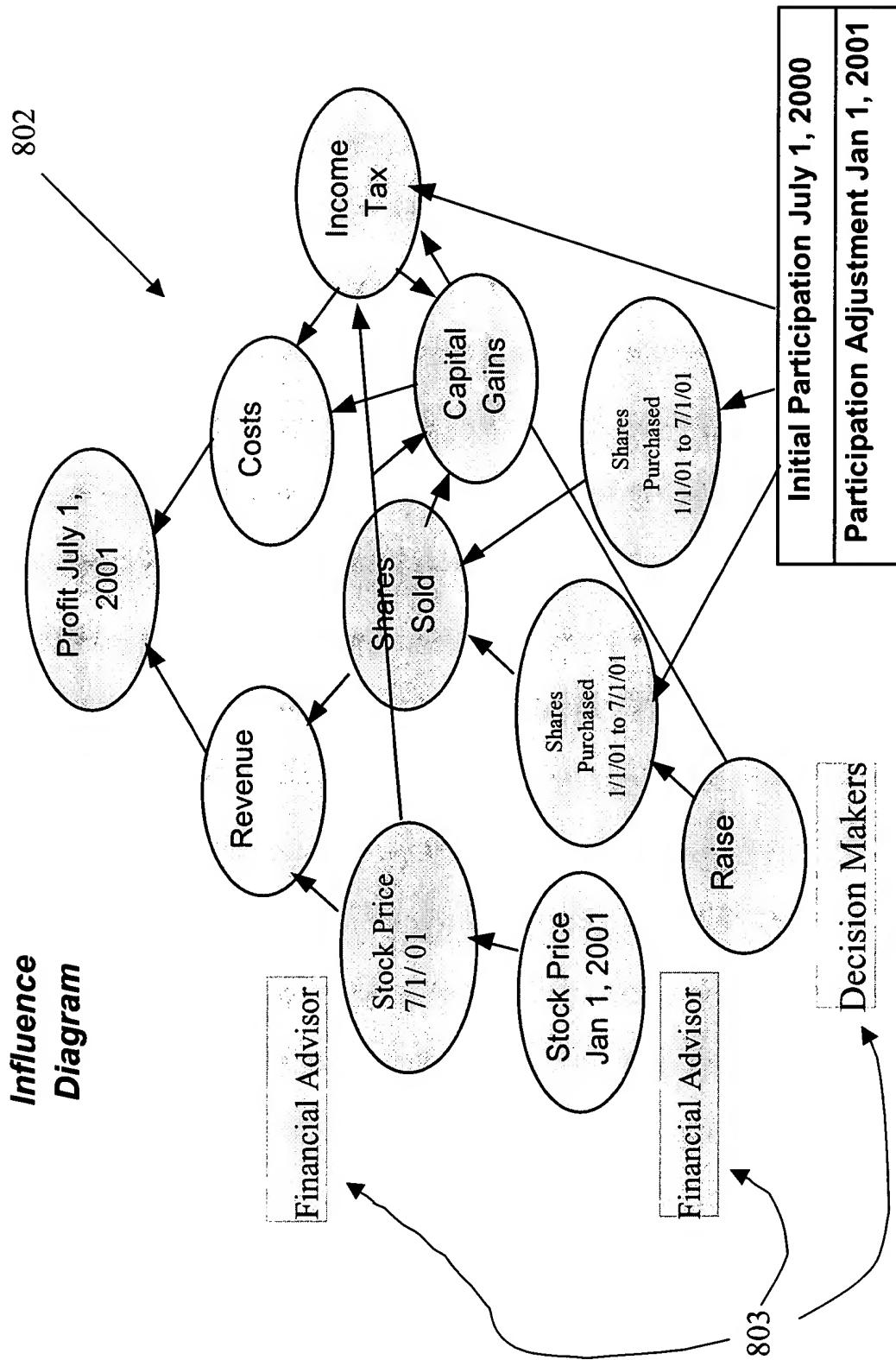


Fig. 8a

Fig. 8b



804

Strategy Name	Initial Participation July 1, 2000	Participation Adjustment Jan 1, 2001
	No Participation	0%
In and Out	5%	5%
Out and In	7%	7%
	10%	10%

Fig. 8c

Fig. 8d

804

Strategy Name	Strategy Table	
	Initial Participation July 1, 2000	Adjustment Participation Jan 1, 2001
No Participation	0%	0%
In and Out	5%	7%
Out and In		10%

### Influence Diagram

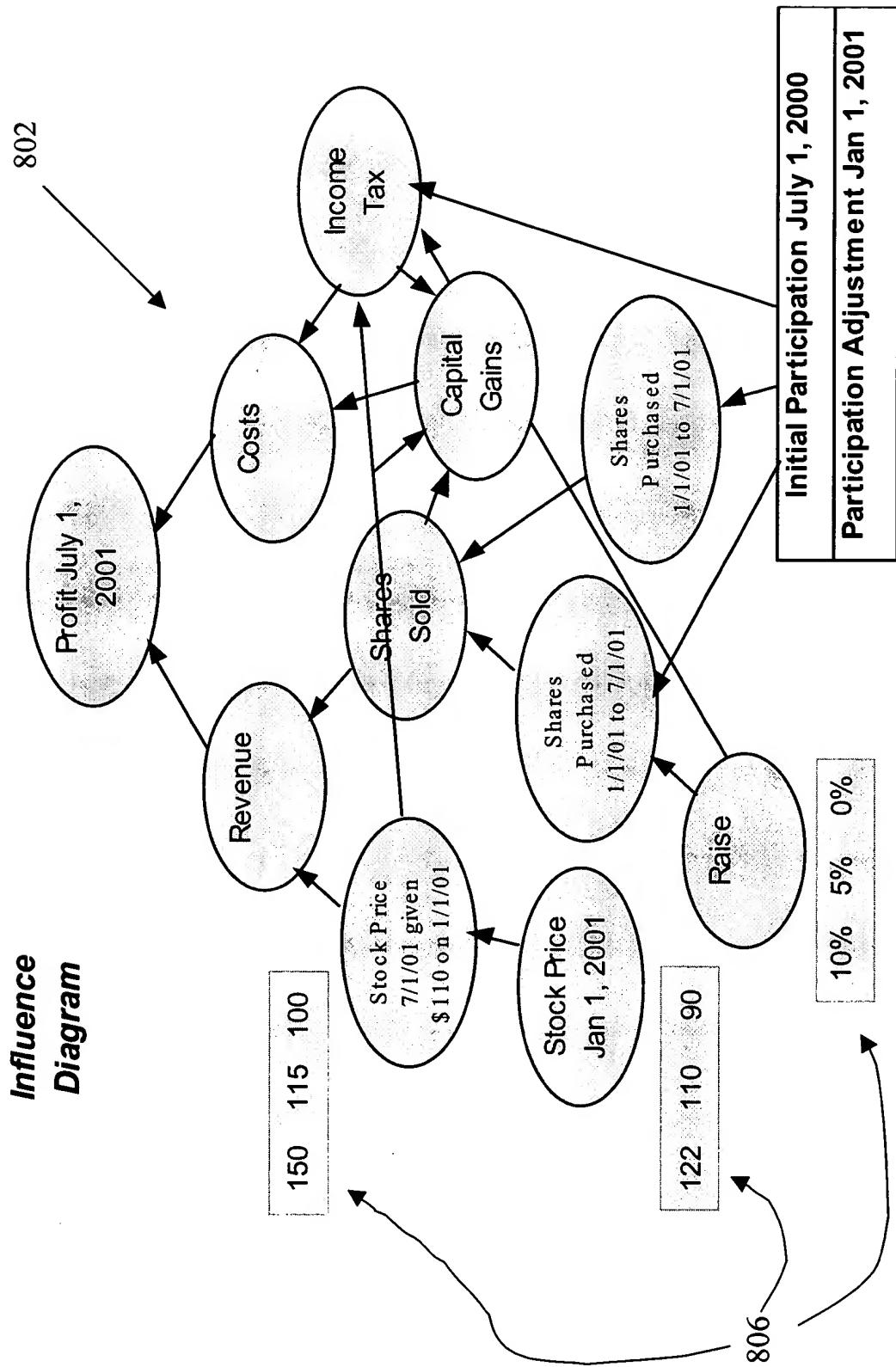


Fig. 8e

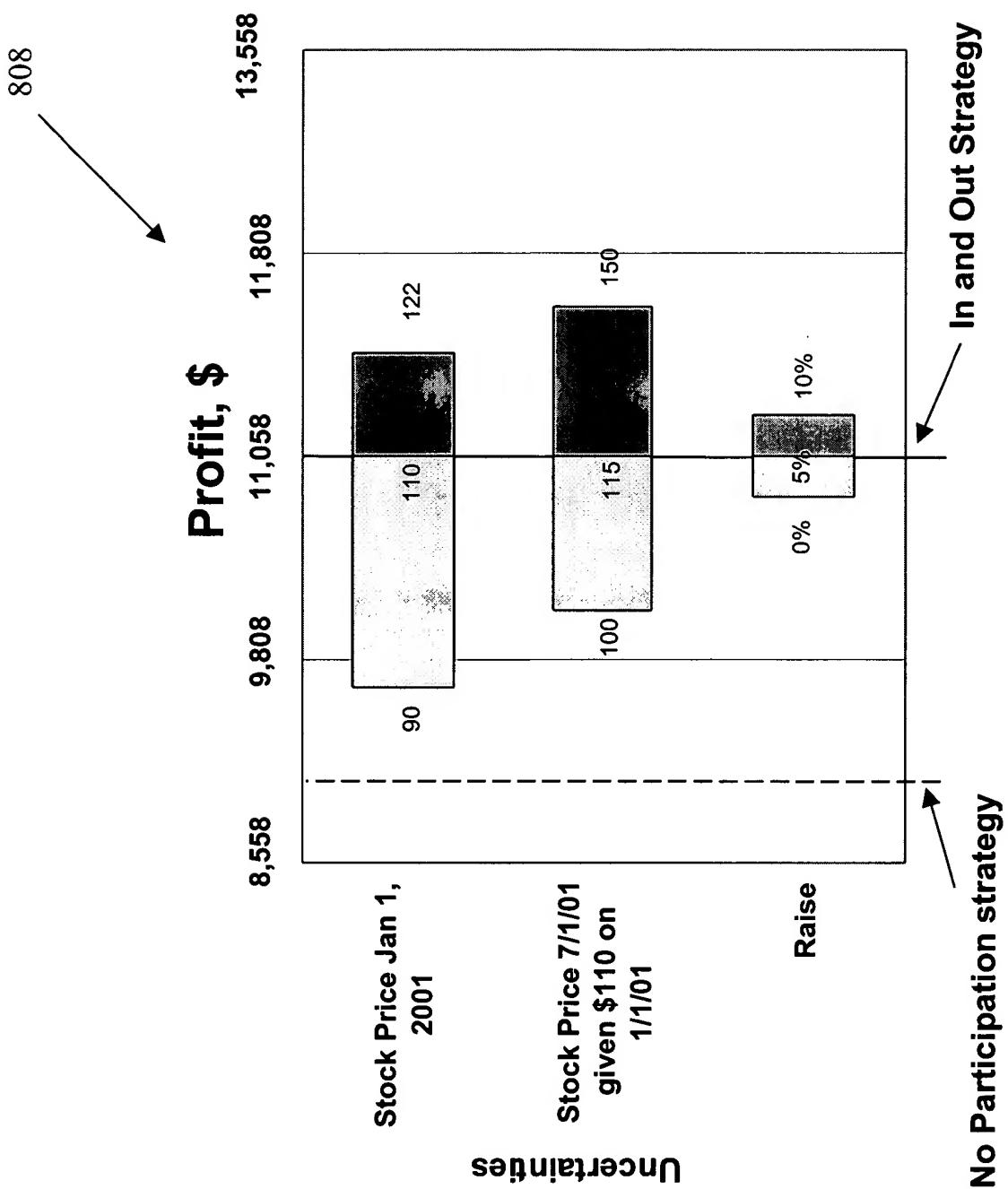
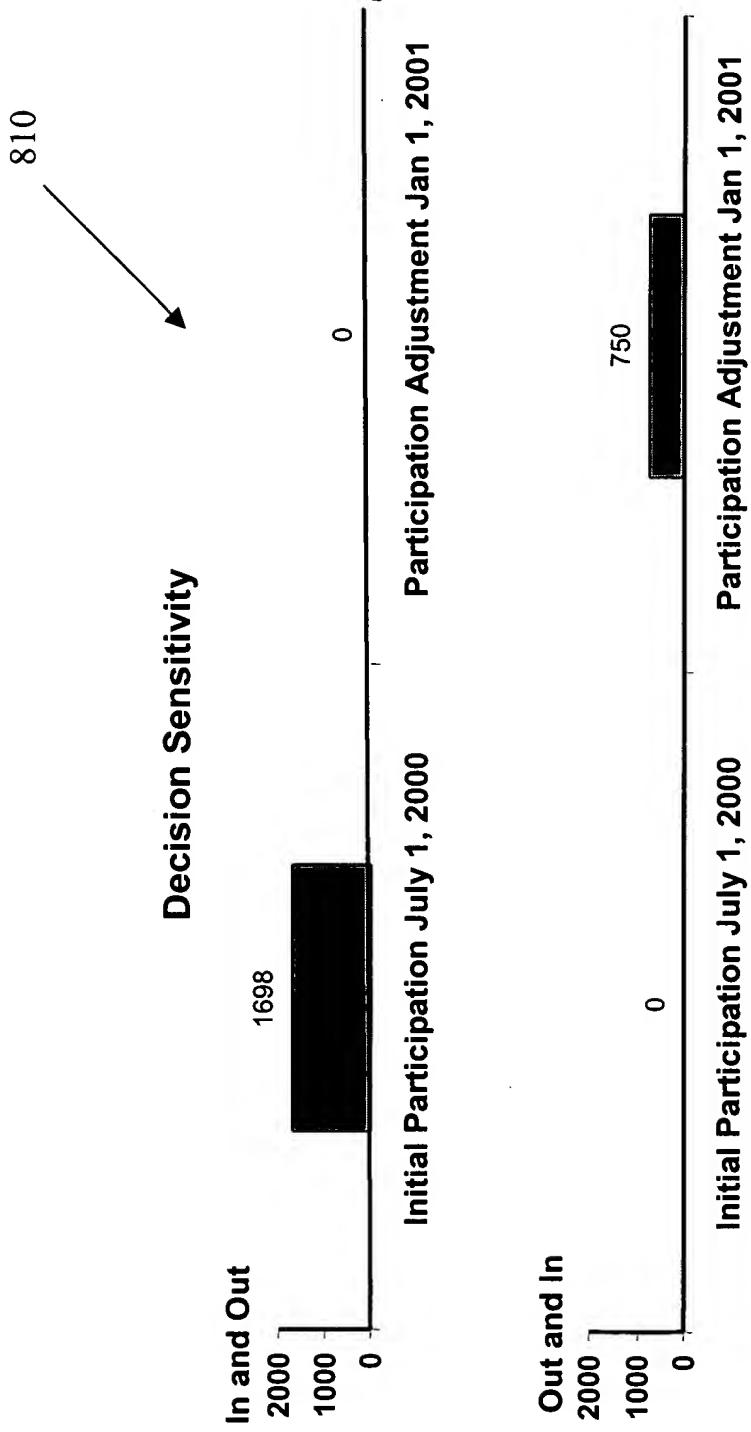


Fig. 8f

Fig. 8g

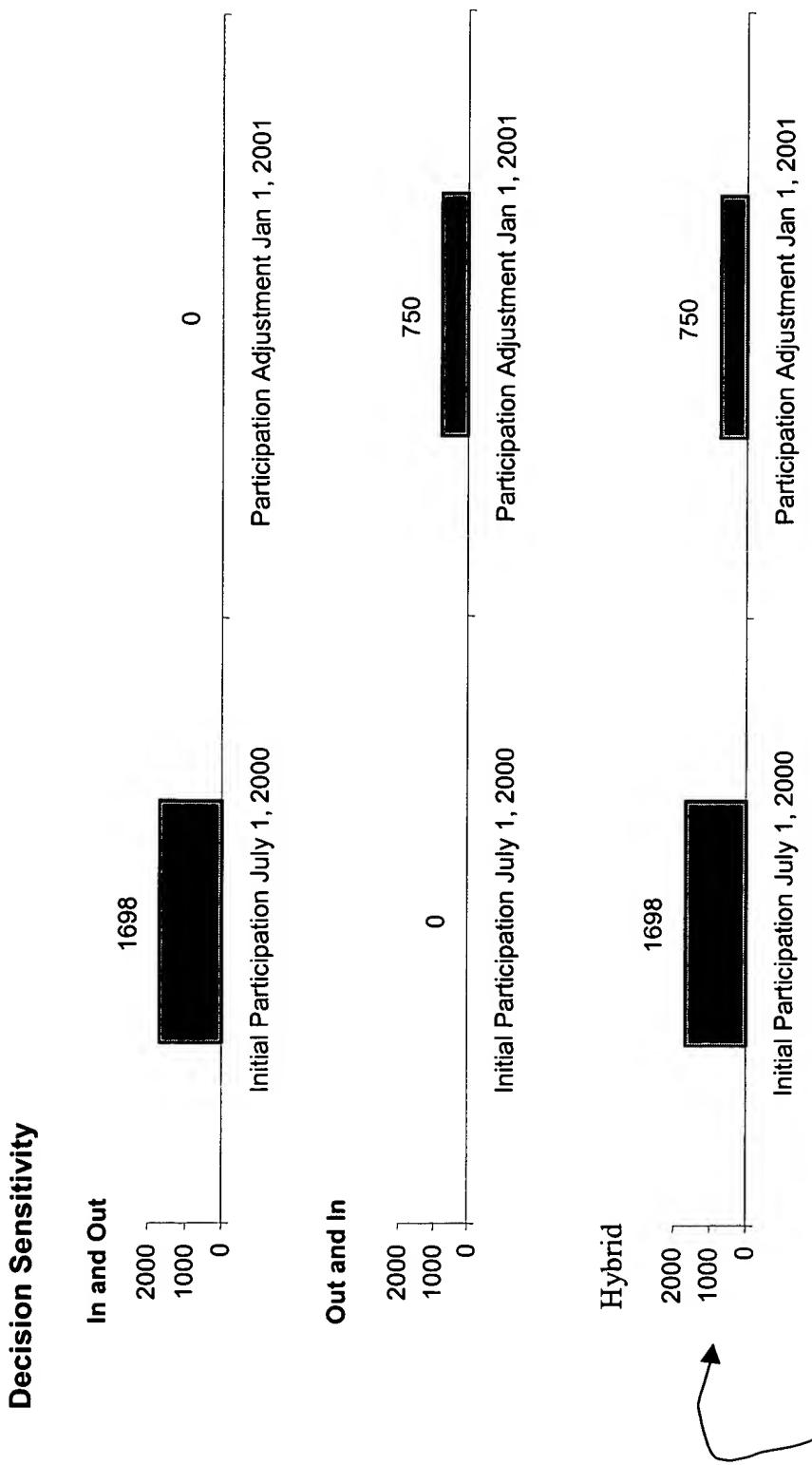


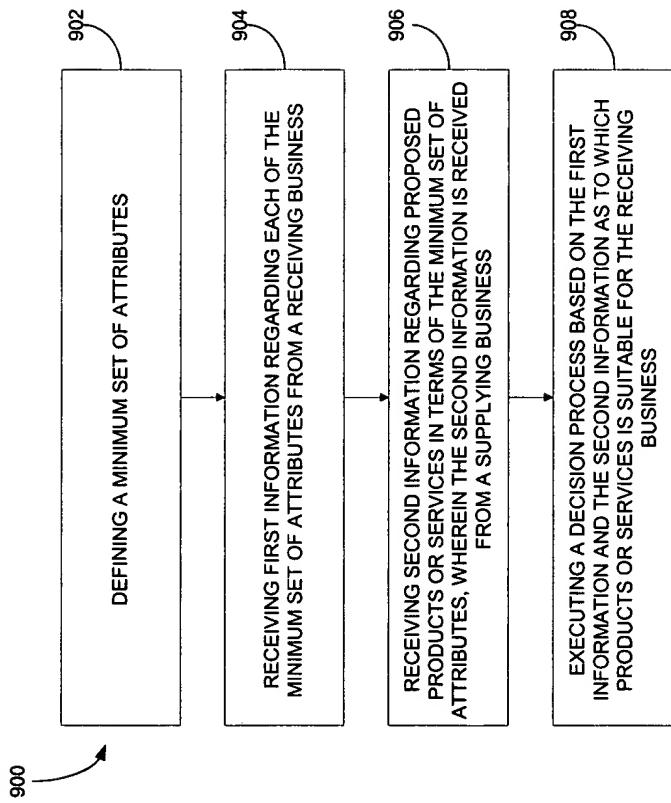
804

Strategy Name	Initial Participation July 1, 2000	Adjustment Jan 1, 2001
No Participation	0%	0%
In and Out	5%	5%
Out and In	7%	7%
Maximum Contribution	10%	10%

Fig. 8h

Fig. 8i





**Fig. 9**

Fig. 9a

920

$C^3$ Attribute	Value of one percent increase in $C^3$ Attribute	Typical Information Technology Company
Revenue (\$M)	200	15
COGS (\$M)	75	35
SG&A (\$M)	20	40
Inventory Turns	12	15
Receivable Turns	2	2

Fig. 10

$C^3$ Attribute	Percent increase in $C^3$ Attribute <u>Alternative 1:</u> Improve Supply Chain Management	Alternative 2: Installation of Customer Relationship Management system
Revenue	0	5
COGS	-4	0
SG&A	-1	0
Inventory Turns	+5	0
Receivable Turns	+1	+2

1000

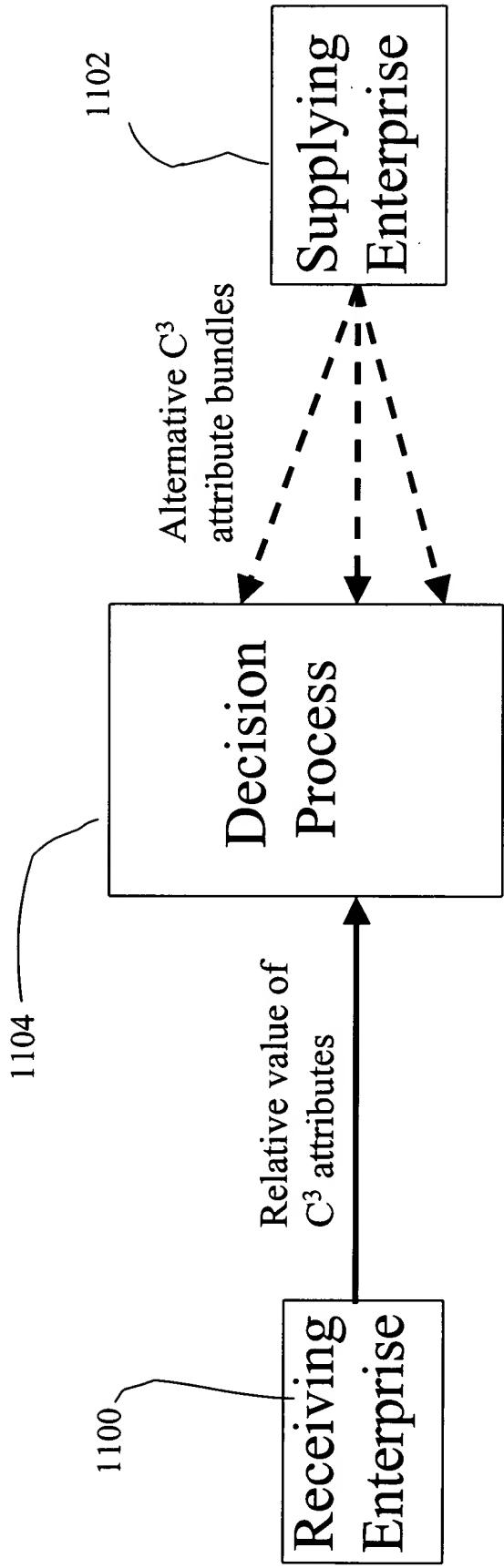


Fig. 11

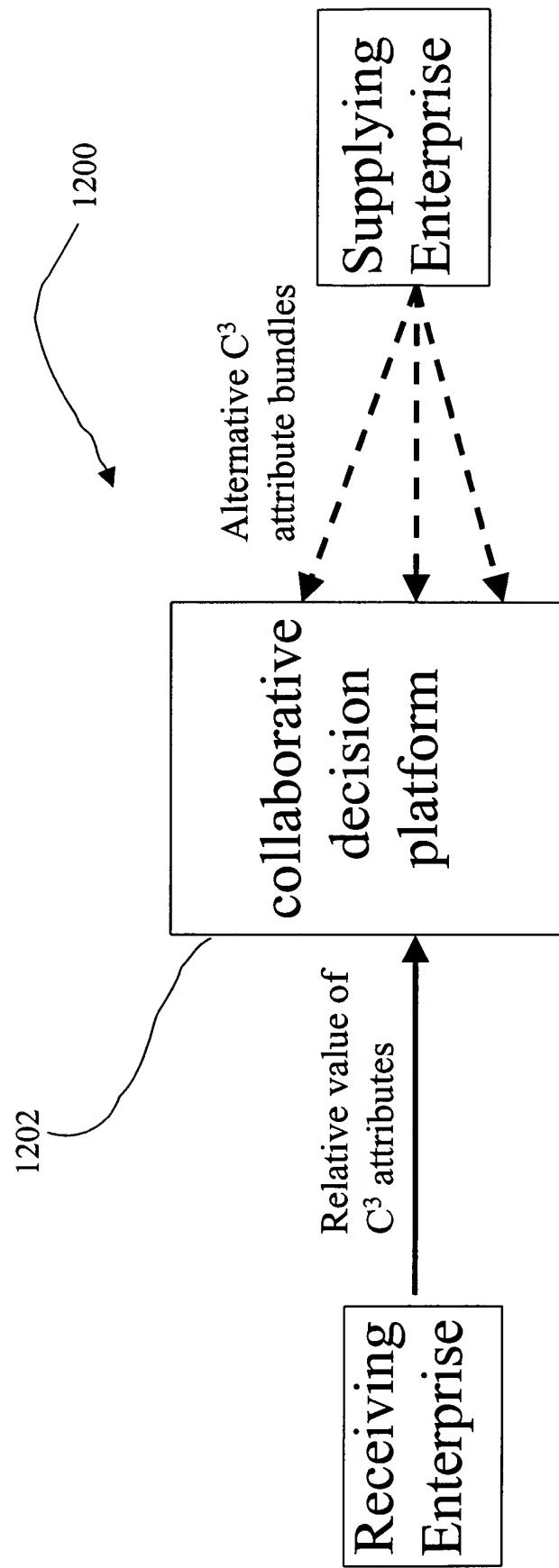


Fig. 12

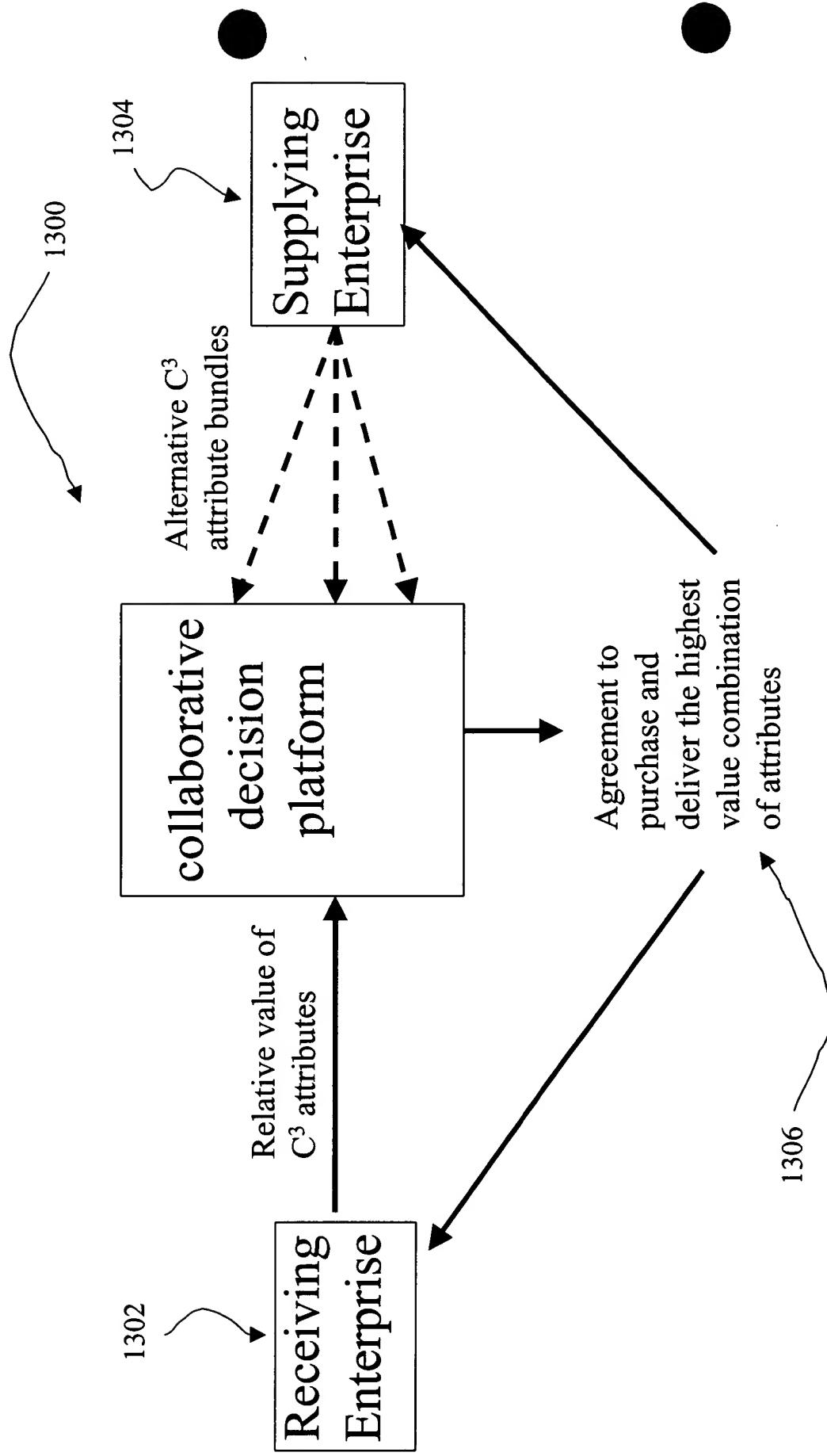


Fig. 13

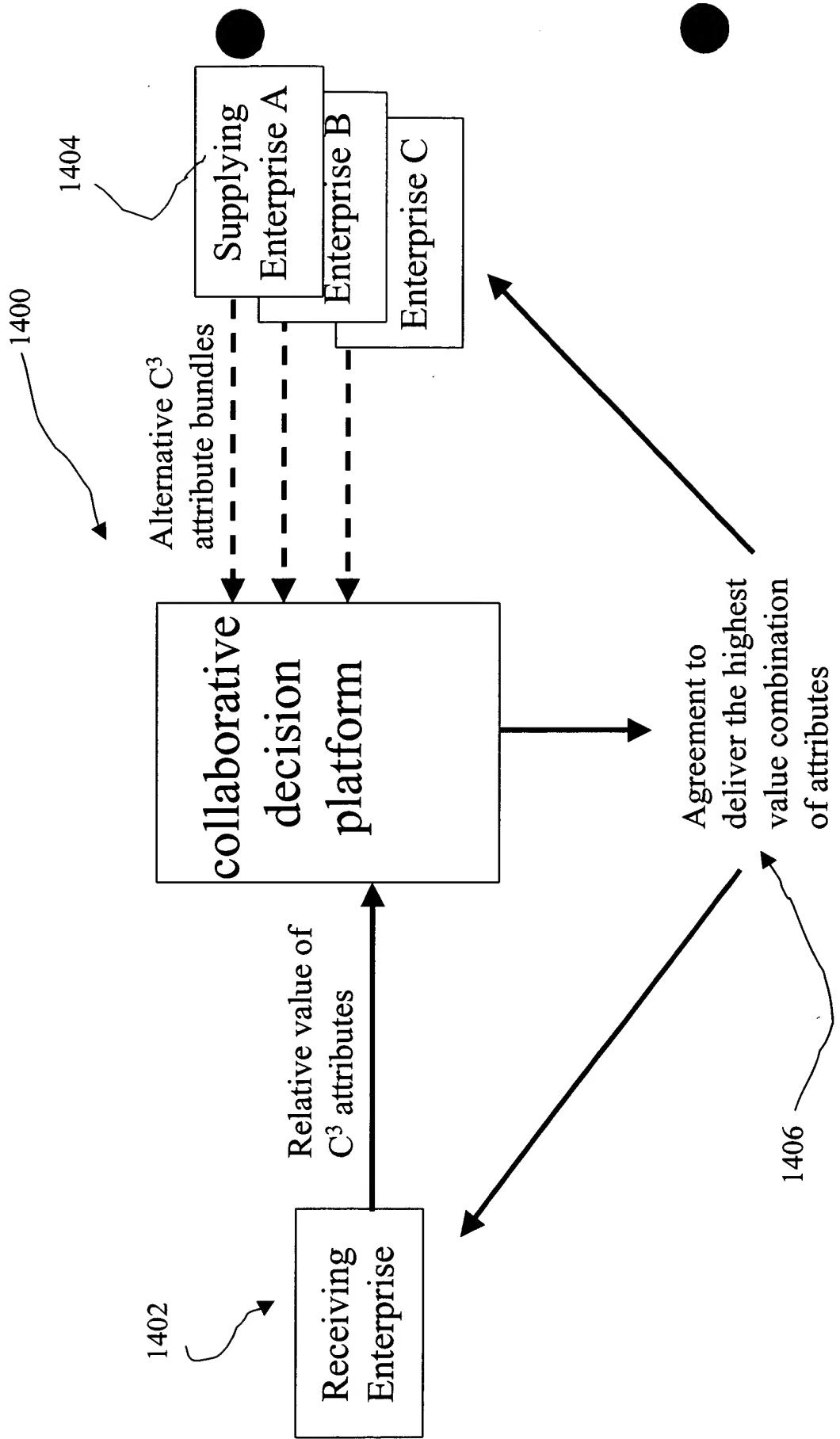


Fig. 14

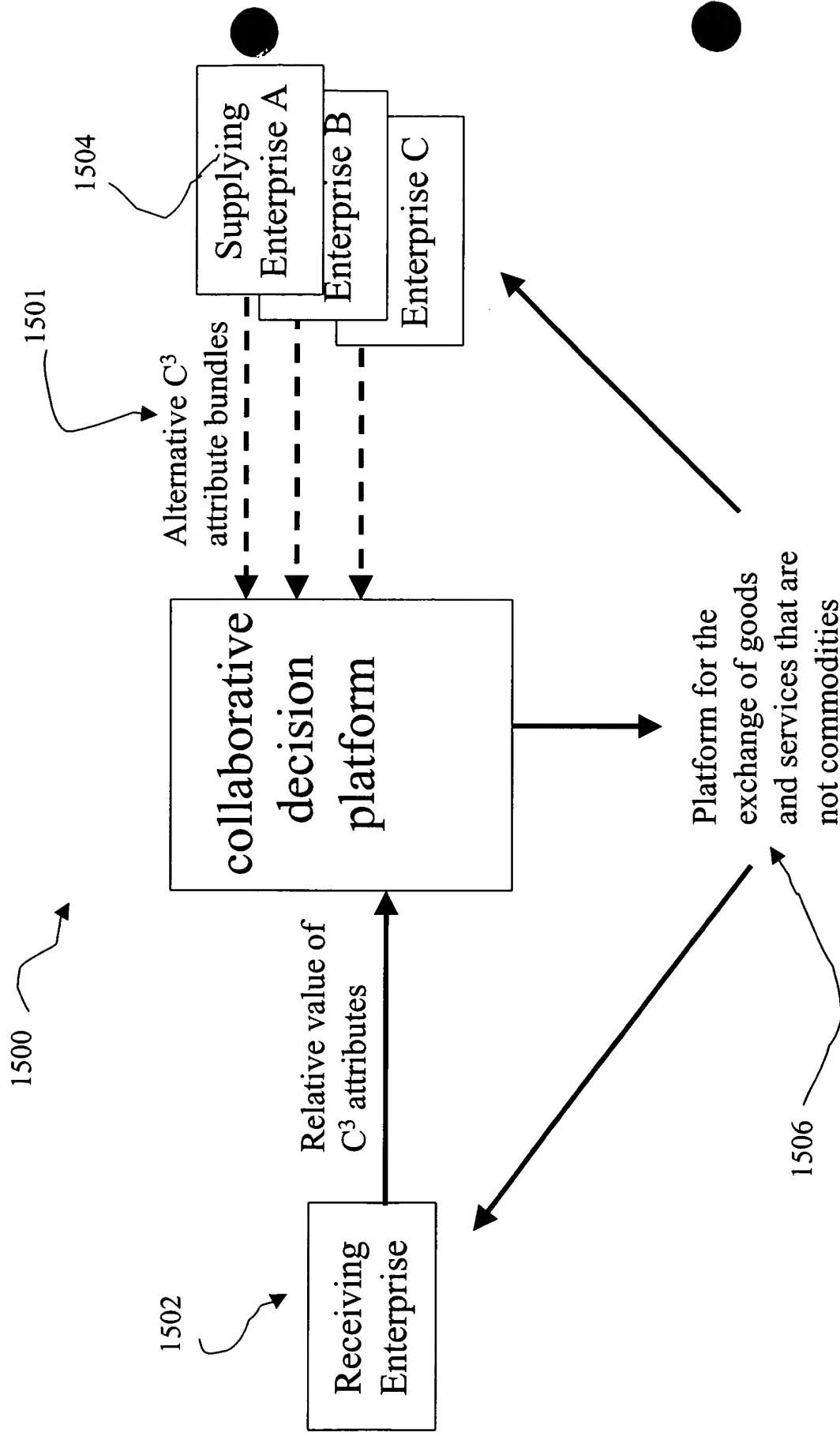


Fig. 15

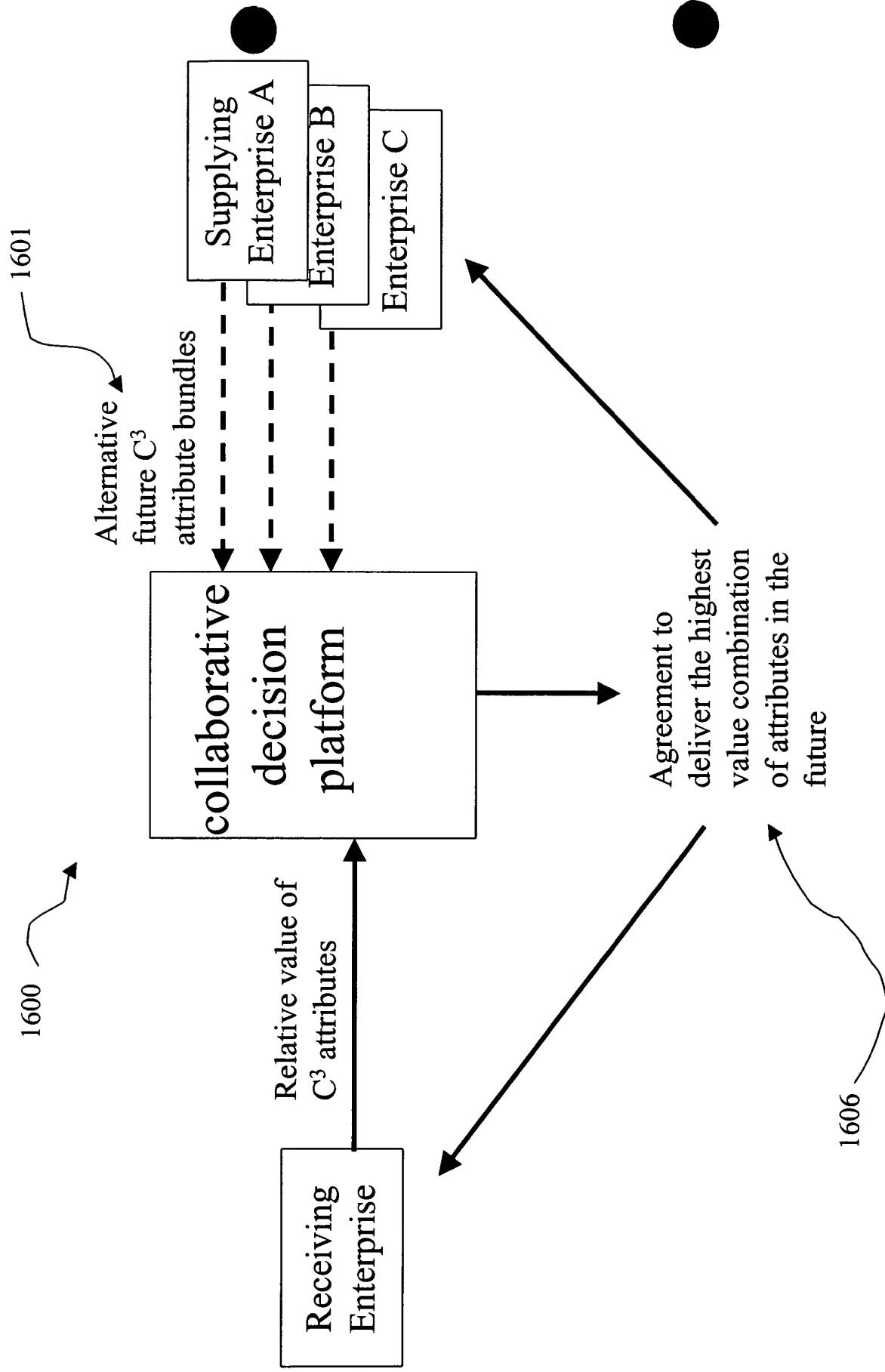


Fig. 16

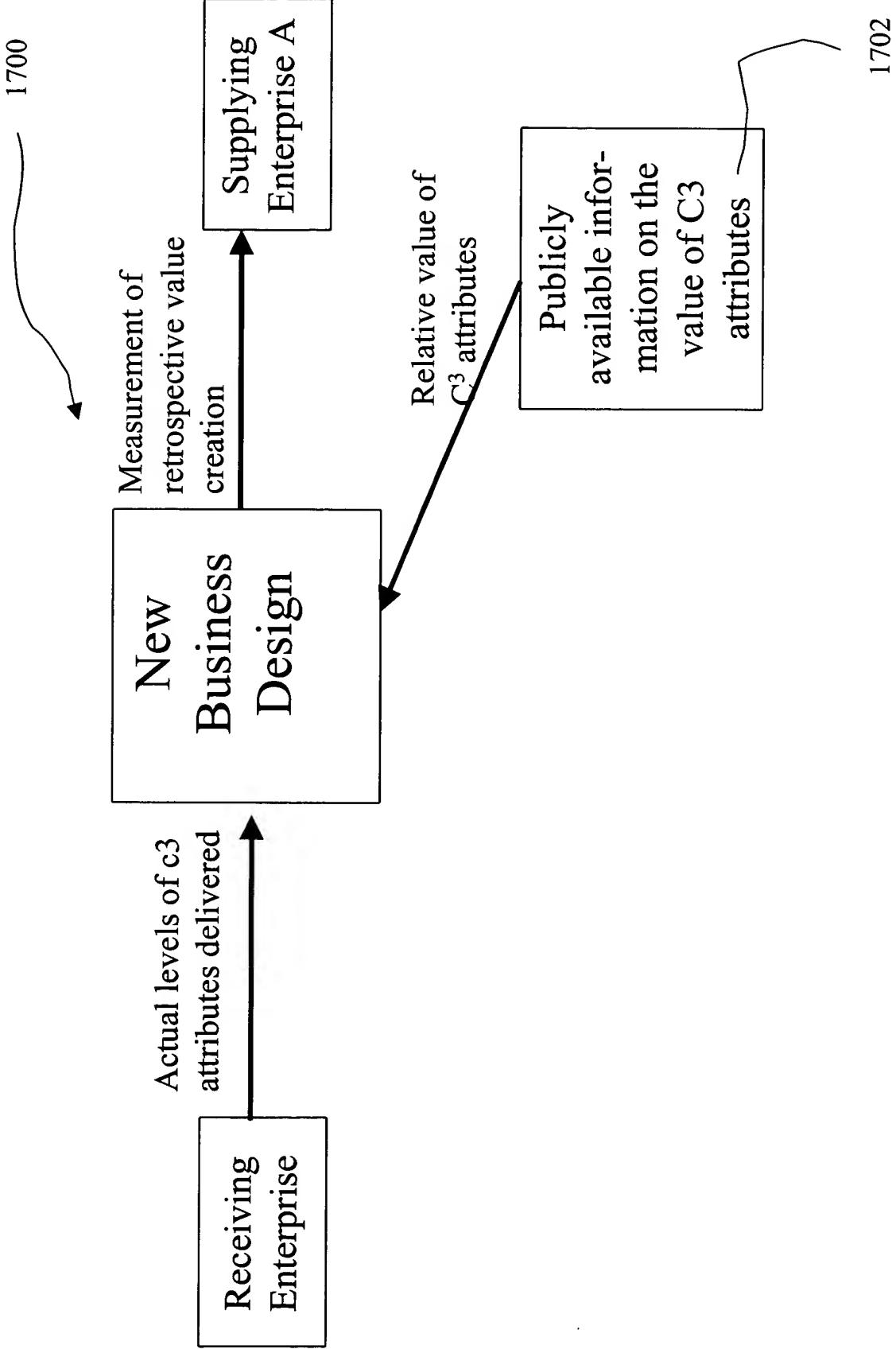


Fig. 17

1800

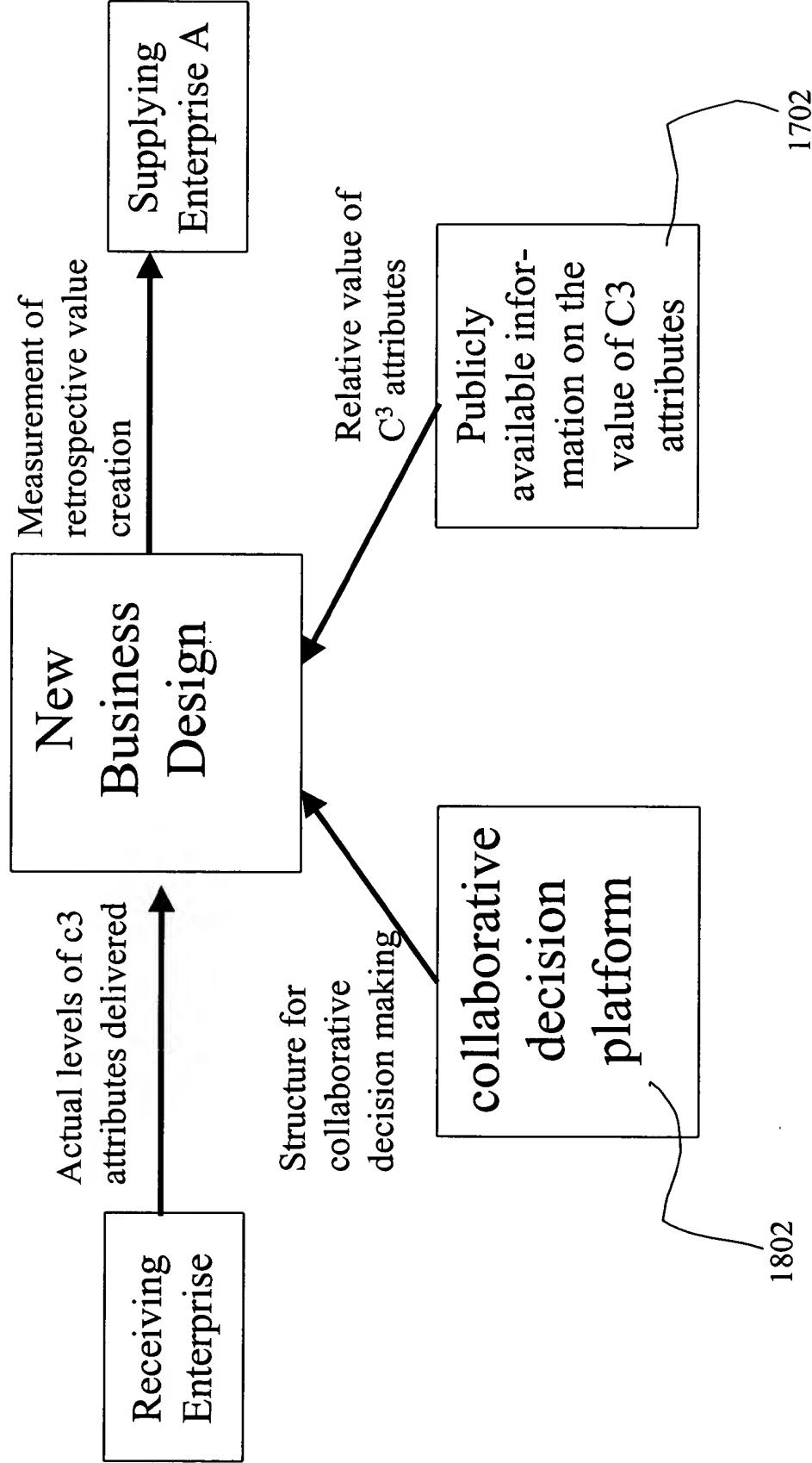
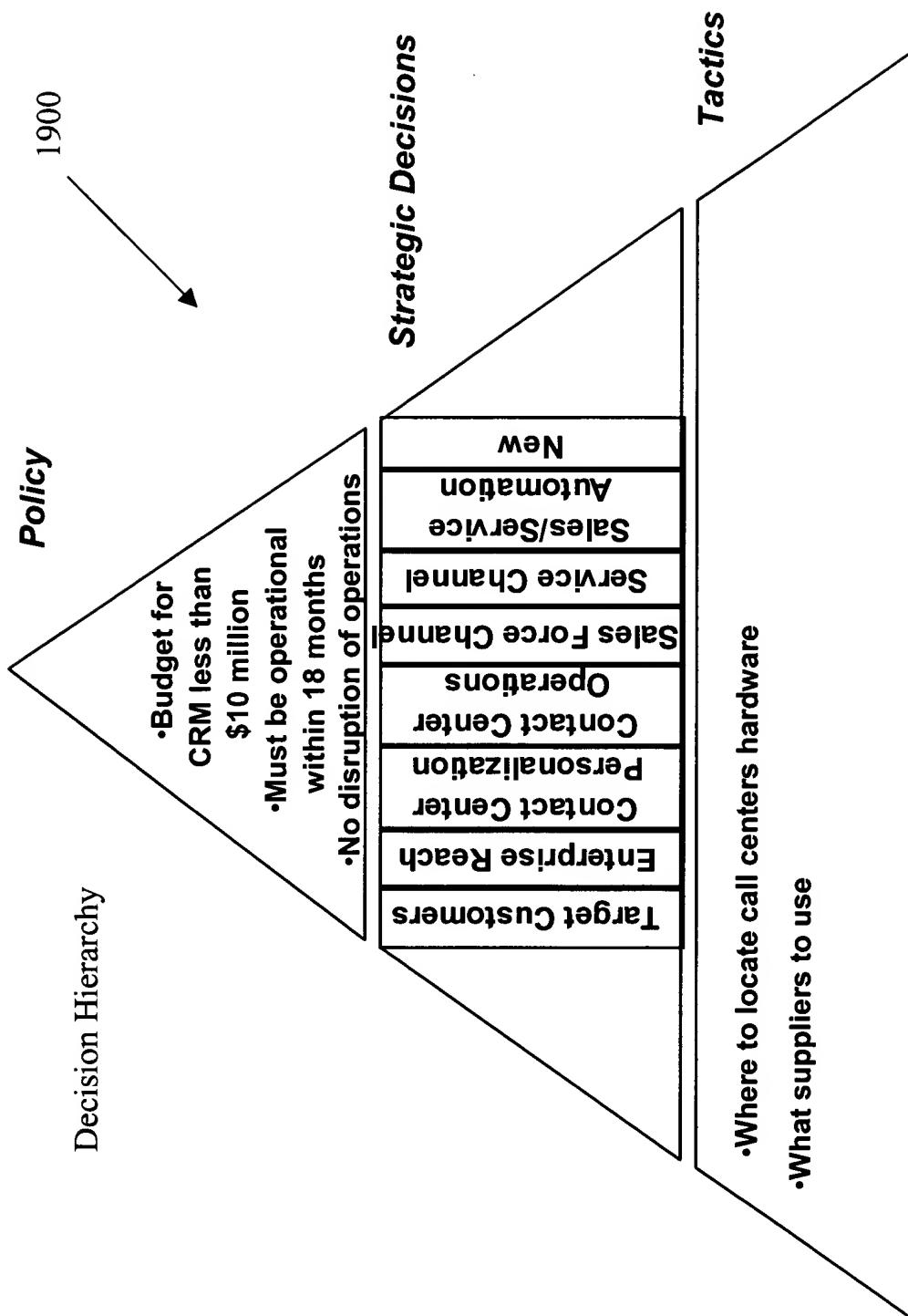


Fig. 18

Fig. 19



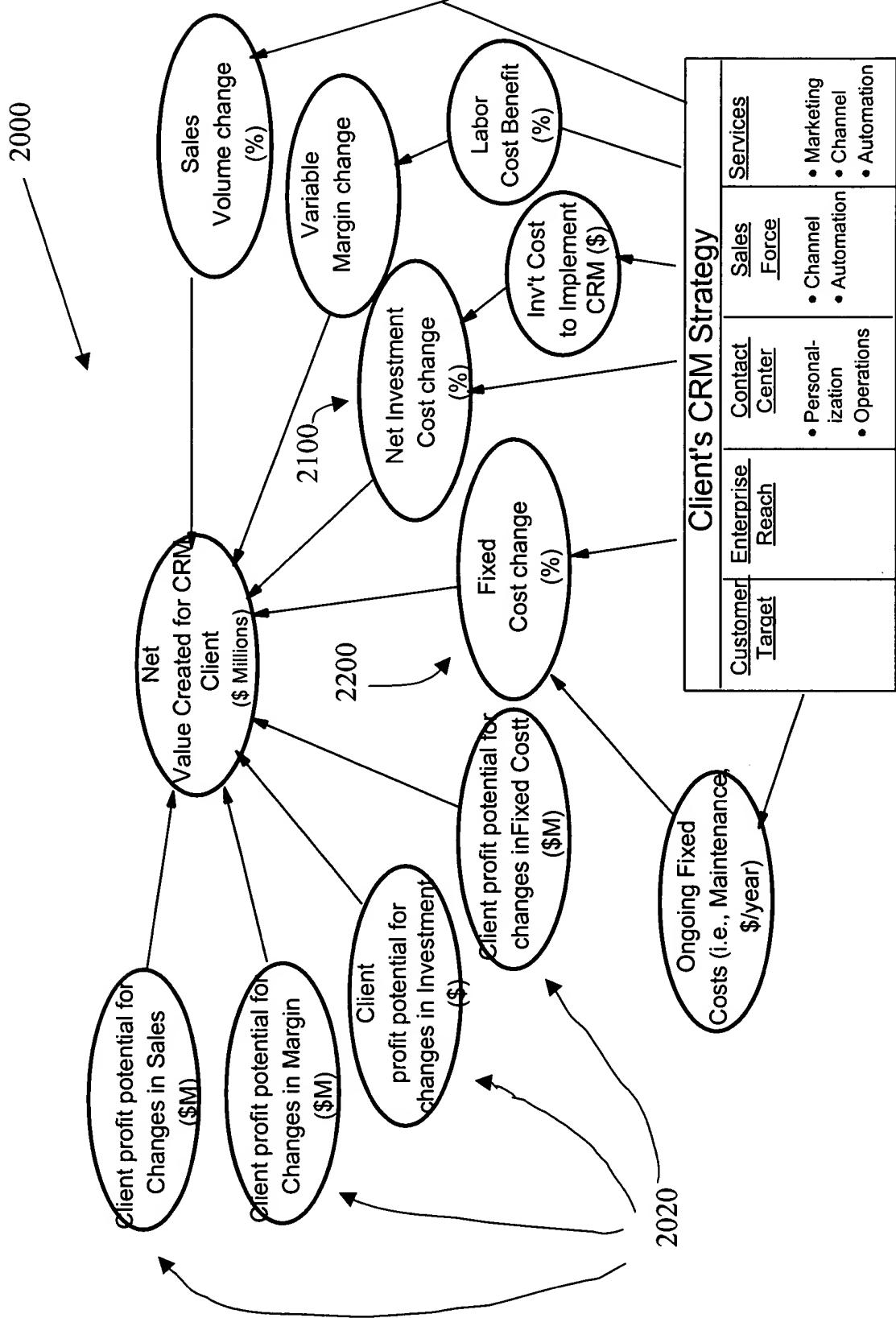


Fig. 20

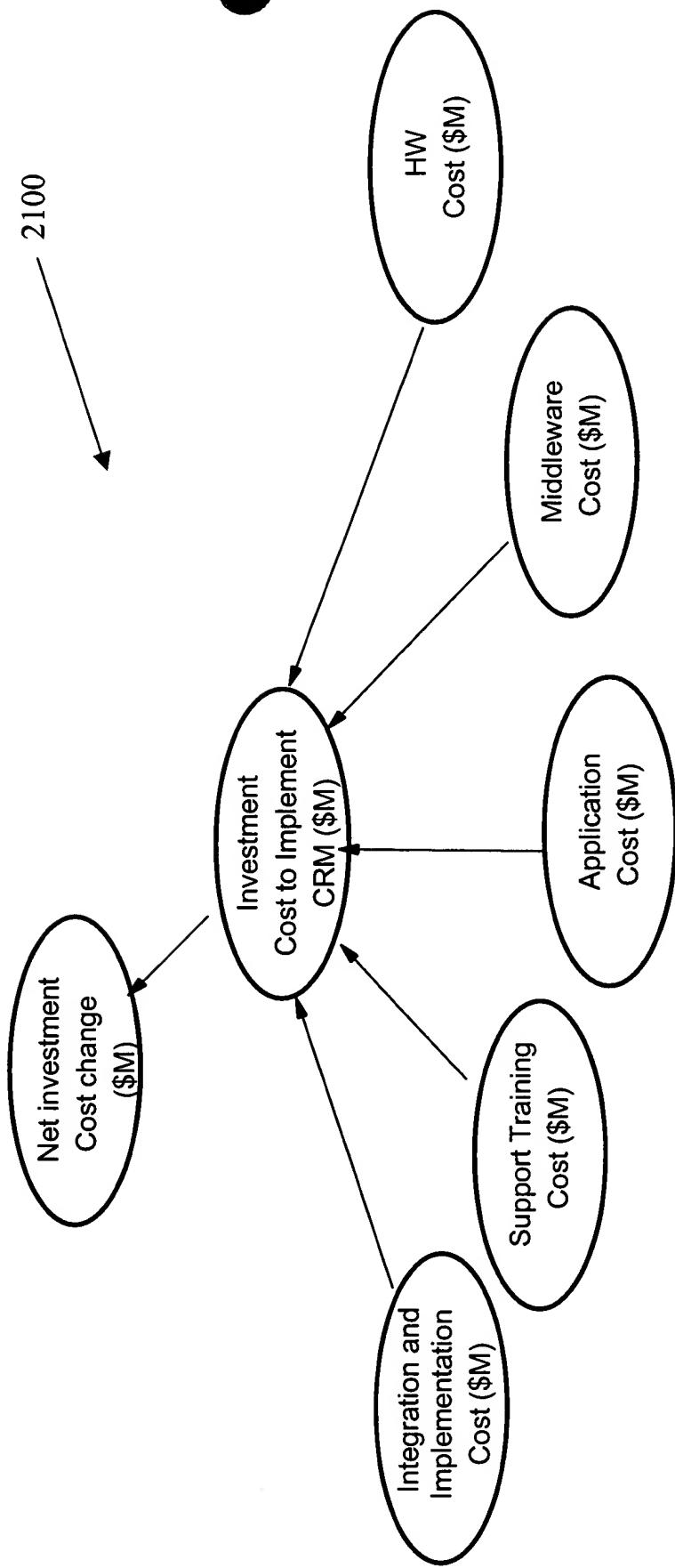
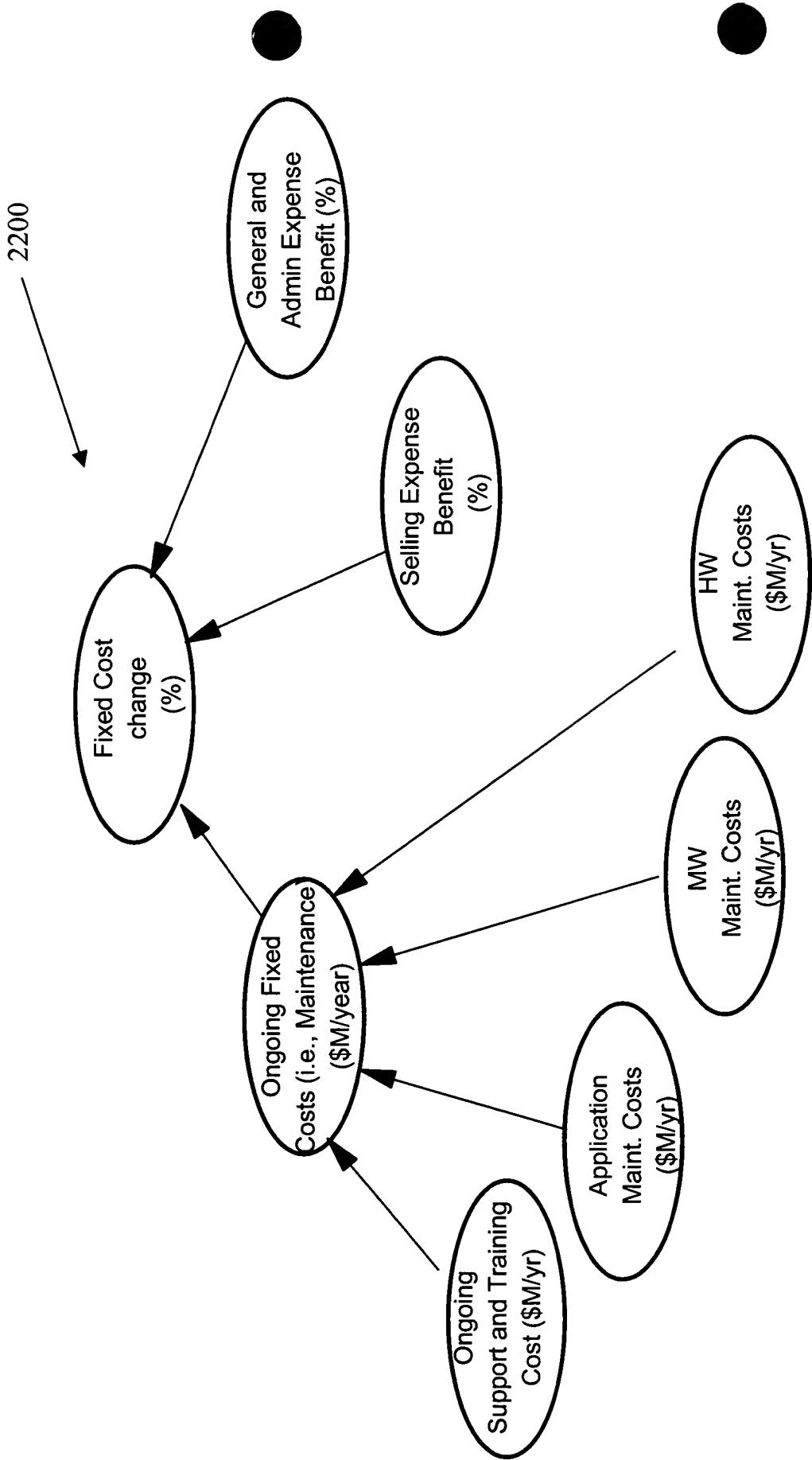


Fig. 21

Fig. 22



**Strategy Table**

<b>Strategy Name</b>	Momentum Low Cost Increased Value	Target Customers Current Lifetime Value Deselect	Enterprise Current New Region Global	Contact Center Personalization One Size Fits All Selected Segments	Operations Outsource Current	Sales Force Channel Outsource Tele Sales	Service Channel Outsource Tele Sales	Sales/Service Automation None Multiple Legacy	New
<b>Strategy Name</b>	Momentum Low Cost Increased Value	Target Customers Current Lifetime Value Deselect	Enterprise Current New Region Global	Contact Center Personalization One Size Fits All Selected Segments	Operations Outsource Current	Sales Force Channel Outsource Tele Sales	Service Channel Outsource Tele Sales	Sales/Service Automation None Multiple Legacy	Package Process Based
<b>Strategy Name</b>	Momentum Low Cost Increased Value	Target Customers Current Lifetime Value Deselect	Enterprise Current New Region Global	Contact Center Personalization One Size Fits All Selected Segments	Operations Outsource Current	Sales Force Channel Outsource Tele Sales	Service Channel Outsource Tele Sales	Sales/Service Automation None Multiple Legacy	Indirect Direct Combined Portal
<b>Strategy Name</b>	Momentum Low Cost Increased Value	Target Customers Current Lifetime Value Deselect	Enterprise Current New Region Global	Contact Center Personalization One Size Fits All Selected Segments	Operations Outsource Current	Sales Force Channel Outsource Tele Sales	Service Channel Outsource Tele Sales	Sales/Service Automation None Multiple Legacy	Indirect Direct Combined Portal
<b>Strategy Name</b>	Momentum Low Cost Increased Value	Target Customers Current Lifetime Value Deselect	Enterprise Current New Region Global	Contact Center Personalization One Size Fits All Selected Segments	Operations Outsource Current	Sales Force Channel Outsource Tele Sales	Service Channel Outsource Tele Sales	Sales/Service Automation None Multiple Legacy	Indirect Direct Combined Portal

Add Strategy  
Reset Strategy

**Fig. 23a**

2300

## Strategy Table

Strategy Name	Momentum	Low Cost	Increased Value	Needs/Wants	Add Strategy	Reset Strategy
Target Customers	Current	Lifetime Value	Deselect	Consolidate Segments		
Enterprise Reach	Current	New Region	Global			
Contact Centre Personalization	One Size Fits All	Selected Segments	All Segments	Every Contact	New	
Contact Centre Operations	Outsource	Current	Consolidate	Improve Efficiency	Combined	Portal
Sales Force Channel	Outsource	Tele Sales	Indirect	Direct	Indirect	
Service Channel	Outsource	Tele Sales	None	Package	Process Based	
Sales/Service Automation			Multiple Legacy			
New						

Fig. 23b

2302

**Strategy Table**

Strategy Name	Momentum	Current	Lifetime Value	New Region	Enterprise Reach	Contact Center Personalization	Contract Center Operations	Sales Force Channel	Service Channel	Sales/Service Automation	New
Low Cost	Deselect				Global	All Segments	Consolidate	One Size Fits All	Outsource	None	
						Every Contact	Improve Efficiency	Selected Segments	Tele Sales	Multiple Legacy	
							New	All Segments	Indirect	Package	
									Direct	Process Based	
									Indirect		
									Direct		
									Combined		
									Portal		
										Combined	
										Portal	

Add Strategy  
Reset Strategy

**Fig. 23C**

2304

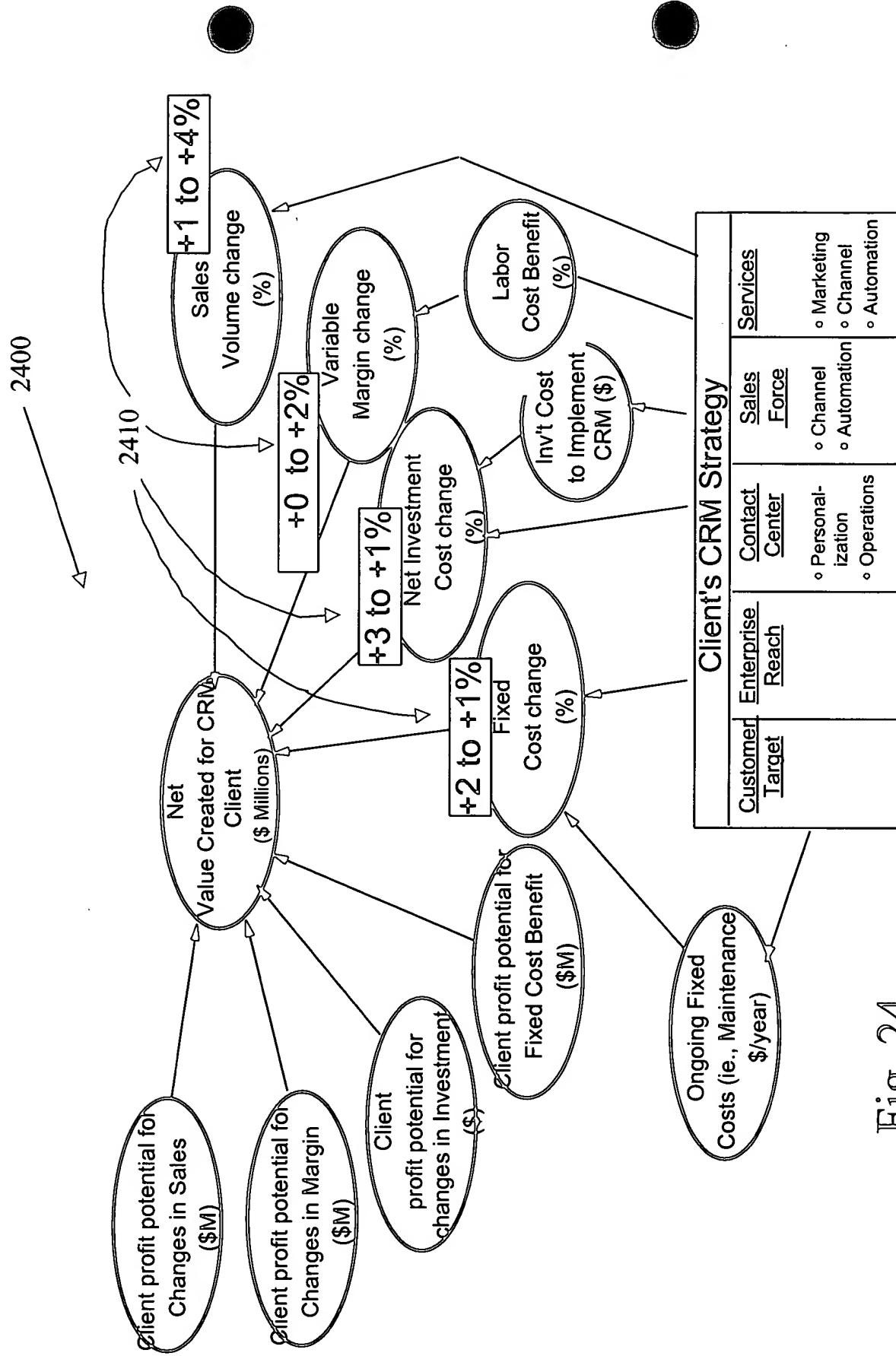


Fig. 24

C3 Attribute	Value of a one percent increase in the C3 attribute Typical New Vehicle for Automotive manufacturer (\$ Millions/year)	Value of a one percent increase in the C3 attribute Typical new software product for technology company (\$ Millions/year)
Sales Volume (units)	100	40
Variable Margin (%)	170	15
Investment Cost (\$)	-20	-3
Fixed Cost (\$)	-10	-30

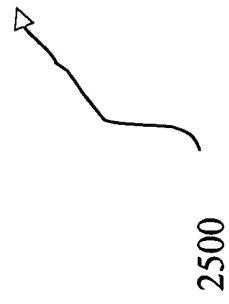


Fig. 25

C3 Attribute	Value of a one percent increase in the C3 attribute for a typical New Vehicle for Automotive manufacturer (\$ Millions/year)	Alternative 3: Best Buy/ Cost -Driven (Percent increase in the C3 attribute)	Total value for C3 attribute increase (\$ Millions/year)
Sales Volume (units)	100	+2	200
Variable Margin (%)	170	+1	170
Investment Cost (\$)	-20	+2	-40
Fixed Cost (\$)	-10	+2	-20
Total			310

2600

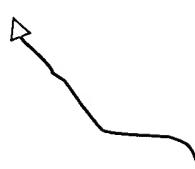


Fig. 26

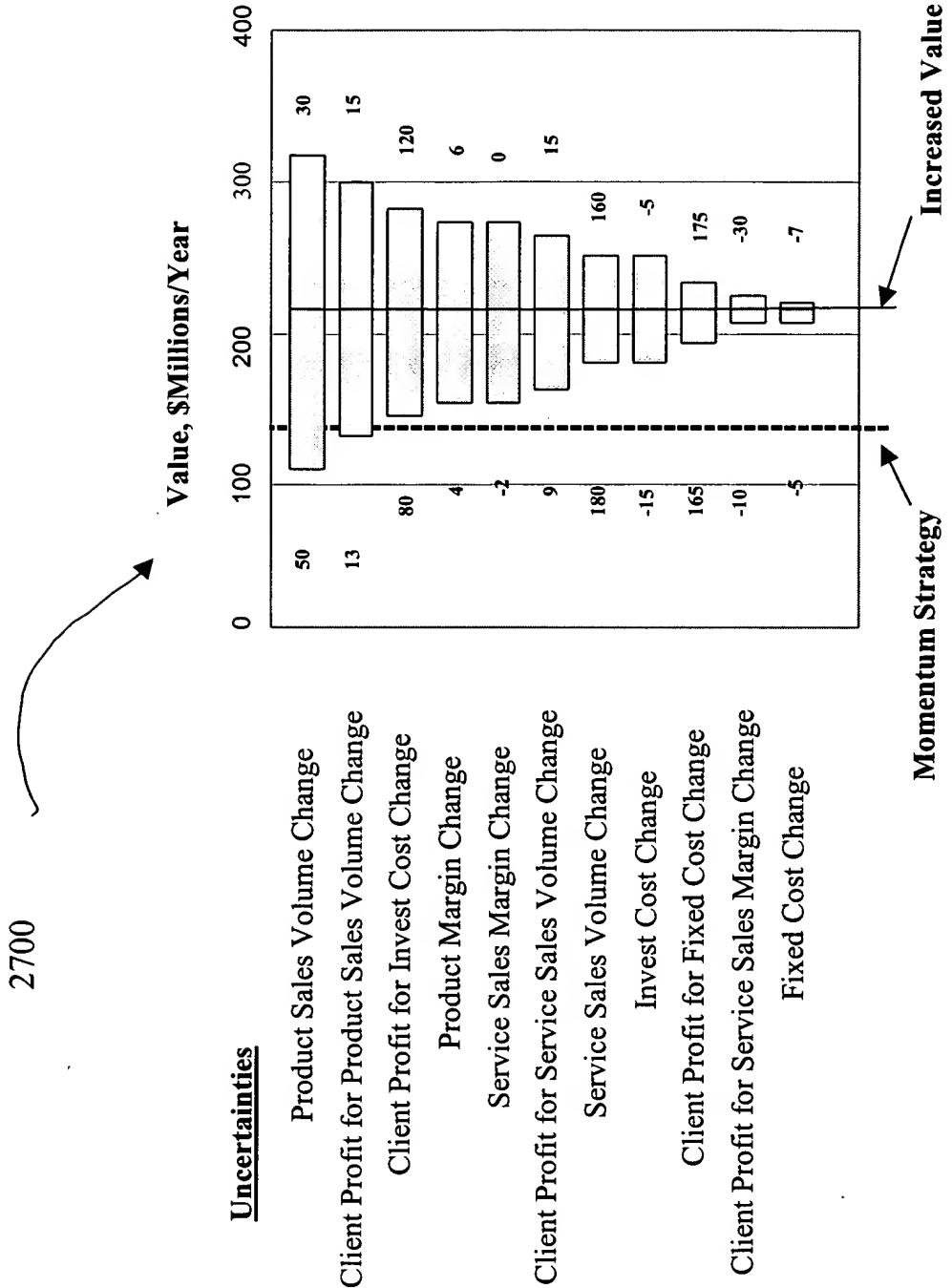
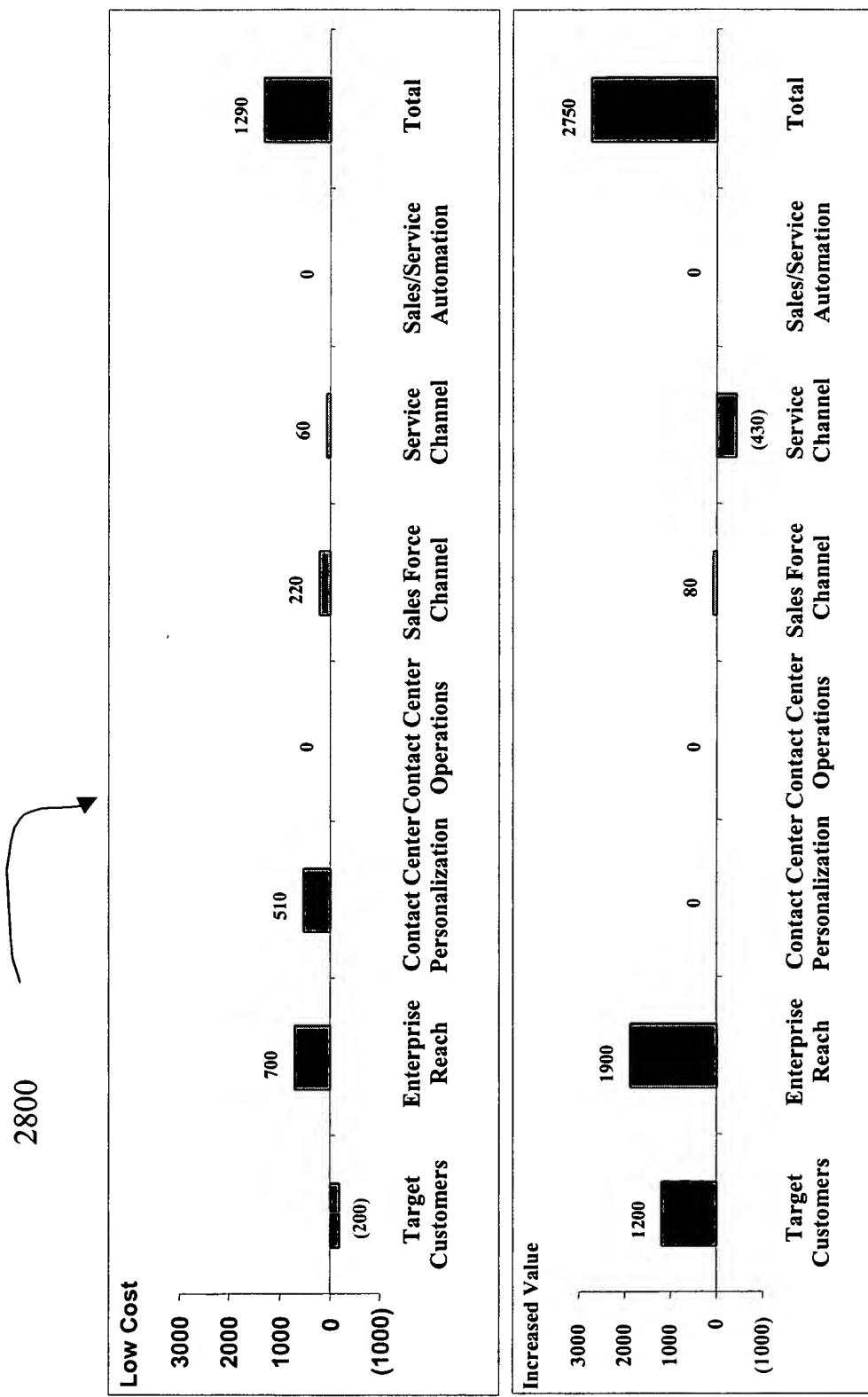


Fig. 27

**Fig. 28**



2900

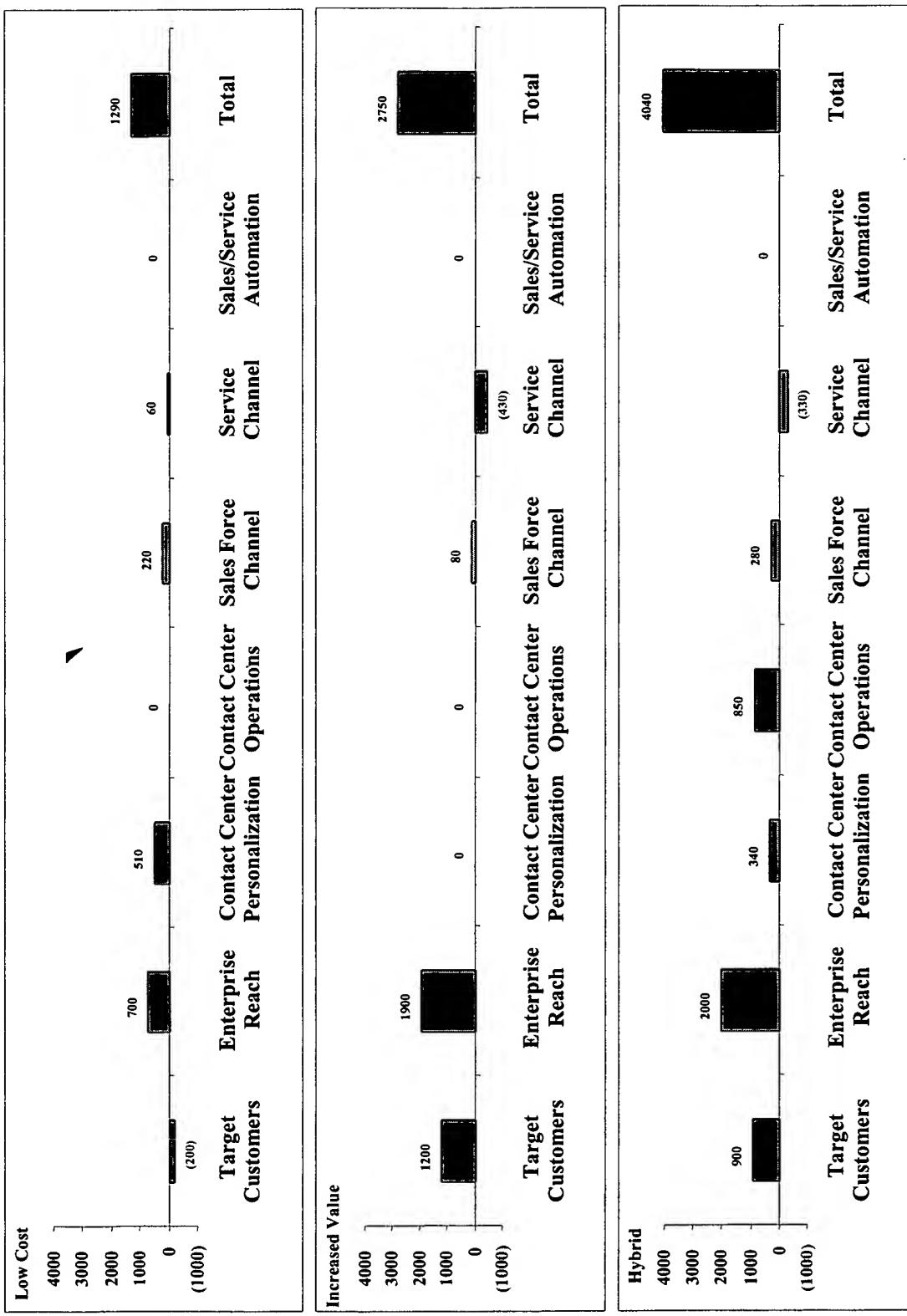
### Strategy Table

Strategy Name	Momentum	Current	Lifetime Value	New Region	Target Customers	Enterprise Reach	Contact Center Personalization	Contract Center Operations	Sales Force Channel	Service Channel	Sales/Service Automation	New
Low Cost					Deselect	Global	One Size Fits All	Outsource	Outsource	Outsource	None	
Increased Value							Selected Segments	Current	Tele Sales	Tele Sales	Multiple Legacy	
							All Segments	Consolidate	Indirect	Indirect	Package	
							Every Contact	Improve Efficiency	Direct	Direct	Process Based	
								New	Combined	Combined	Portal	
											Portal	

Add Strategy  
Reset Strategy

Fig. 29

**Fig. 30**



3000

